



## 2014 - 2016 Strategic Plan

### Mission

Advancing philanthropy and professional development through education, training and advocacy.

### Vision

Our members are the communities' resource for all things philanthropic.

### Values

- Service: Understanding that our focus is on service to our members and that it is provided in a timely and thoughtful manner, open to new ideas, and striving to exceed expectations.
- Philanthropy: Believing that ethical and effective fundraising are the cornerstones of philanthropy and that philanthropy changes the world.
- Inclusiveness: Embracing diversity in the fundraising community, with a commitment to understanding and addressing the shared and unique needs of all chapter members.
- Excellence: Providing our fundraising community with the highest quality of knowledge, research, advocacy, career support, news and information, strategic alliances, and related tools and insights to foster success.
- Integrity: Conducting business according to the highest ethical principles and serving as trustworthy stewards of our resources.
- Collaboration: Recognizing that we can accomplish our purpose only with the strong support and partnership of other individuals, AFP chapters and other groups who share our mission.

### Goals

1. Maintain & enhance an effective chapter structure with financially sustainable operations.
2. Deliver high quality professional development and training.
3. Recruit & retain members through engagement and inclusivity.
4. Promote awareness of the chapter's role as a leader in ethical, professional fundraising & philanthropy.

Submitted to the Board 08/11/2014  
Approved by the Board 09/08/2014

## Dashboard

	2011 Actual	2012 Actual	2013 Actual	2014 Goal	2015 Goal	2016 Goal	Notes
<b>Attendance</b>							
Regular (4+)	56	61	57	68	71	74	35% goal
Did not attend any	103	86	105	95	90	86	
<b>Membership</b>							
Total membership	172	192	180	193	202	212	5% increase annually
New members	48	36	20	40	40	40	Currently below national statistic
Retention rate	67%	69%	73%	73%	80%	80%	National statistic 76%
Certification			39	48	51	53	25% goal
AFP Foundation Donors (EMC)	48	29	29	29	30	32	15% of membership & 100% of Board
<b>Financial Measures</b>							
Operations	Revenue \$83,945 Expense \$81,263	Revenue \$79,313 Expense \$70,008	Revenue \$87,638 Expense \$81,113	Revenue \$84,660 Expense \$89,064			Keep reserve stable but invest funds in programs to increase and retain members
Reserve	\$107,806	\$117,112	\$123,637	\$124,250			

**Goal 1: Maintain & enhance an effective chapter structure with financially sustainable operations.**

**Owner(s):** 2013 President - Michelle Crim, 2014 President - Lyn Downing, 2014 President-Elect - Katherine Curtis

No.	Objective	Timing	Who
1.1	Review and revise organizational structure to ensure support of strategic plan	Every 3 years	President-Elect
1.2	Manage finances as responsible stewards	Annually Monthly	Treasurer & Finance Committee
1.3	Monitor Governance Process	Annually	VP Governance & Appropriate Directors
1.4	Obtain 10-Star Gold Status from International AFP.	Annually	VP Governance & Appropriate VPs
1.5	Obtain Friends of Diversity designation from International AFP.	Annually	VP Governance & Appropriate VPs

***ACTION STEPS FOR GOAL 1 OBJECTIVES***

**Objective 1.1: Review and revise organizational structure to ensure support of strategic plan**

No.	Action Step	Timing	Who	Cost
1.1.1	Review organizational best practices from IHQ	Annually	VP Governance	\$0
1.1.2	Review consistency with IHQ compliance	Annually	VP Governance	\$0

**Objective 1.2: Manage finances as responsible stewards**

No.	Action Step	Timing	Who	Cost
1.2.1	Develop annual budget to be approved by board of directors	Annually	Treasurer & Finance Committee	\$0
1.2.2	Present monthly financial reports to be approved by board of directors	Monthly	Treasurer	\$0
1.2.3	Review need for financial audit every other year	Every other year	Treasurer & Finance Committee	\$1500 (for audit years)
1.2.4	Prepare and file IRS tax form to be approved by board of directors	Annually	Treasurer	\$1000
1.2.5	Review financial policies annually	Annually	Treasurer & Finance Committee	\$0
1.2.6	Form a Finance Committee	Beginning of each new year	Treasurer	\$0

**Objective 1.3: Monitor Governance Process**

No.	Action Step	Timing	Who	Cost
1.3.1	Apply AFP ethical standards	Annually	VP Governance & Governance Directors	\$0

**Objective 1.4: Obtain 10-Star Gold Status from International AFP**

No.	Action Step	Timing	Who	Cost
1.1.1	Implement required goals set by International AFP	Annually	VP Governance & Appropriate VPs	\$0
1.1.2	Submit application to International	February	President	\$0

**Objective 1.5: Obtain Friends of Diversity designation from International AFP.**

No.	Action Step	Timing	Who	Cost
1.1.1	Implement required goals set by International AFP	Annually	VP Governance & Appropriate VPs	\$0
1.1.2	Submit application to International	February	President	\$0

**Goal 2: Deliver high quality professional development and training.**

**Owner(s):** 2013 Vice President of Professional Development - Katherine Curtis, 2014 Vice President of Professional Development - Trisha Dunbar

No.	Objective	Timing	Who
2.1	Prepare an annual plan for education and training for all levels of development professionals incorporating International AFP initiatives regarding ethics, diversity/inclusion, etc.	Annually	VP of Prof. Development
2.2	Collaborate on educational opportunities with other chapters and professional fundraising organizations	Annually	VP of Prof. Development & Appropriate Directors
2.3	Maintain leadership in the CFRE certification among our members	Annually	VP of Prof. Development & Dir. of CFRE

***ACTION STEPS FOR GOAL 2 OBJECTIVES***

**Objective 2.1: Prepare an annual plan for education and training for all levels of development professionals**

No.	Action Step	Timing	Who	Cost
2.1.1	Provide audio conferences to membership for a fee	4 times per year	VP Professional Development	\$1700
2.1.2	Secure list of high-quality speakers for chapter programs	10 per year	Dir. of Chapter Programs	\$5,000

**Objective 2.2: Collaborate on educational opportunities with other chapters and professional fundraising organizations**

No.	Action Step	Timing	Who	Cost
2.2.1	Produce DFW conference to promote professional development in collaboration with AFP Dallas Chapter	June	DFW Philanthropy Conference Director	\$0* expense in joint account
2.2.2	Produce Fundamentals of Fundraising Program in collaboration with AFP Dallas Chapter	October	Chair, Fundamentals of Fundraising	\$0* expense in joint account
2.2.3	Hold at least one joint chapter meeting with AFP Dallas Chapter.	2015	Dir. Chapter Programs & Programs Chair	\$0* expense in joint account

**Objective 2.3: Maintain leadership in the CFRE certification among our members**

No.	Action Step	Timing	Who	Cost
2.3.1	Provide ten CFRE-approved chapter program meetings	annually	Dir. Chapter Programs & Programs Chair	\$5,000
2.3.2	Promote CFRE to specific demographics (i.e. emerging and seasoned professionals)	annually	CFRE Director	\$0
2.3.3	Produce CFRE Review Course in collaboration with AFP Dallas Chapter	June	CFRE Director	\$0* expense in joint account

2.3.4	Recognize/honor credentialed members	Monthly	CFRE Director	\$0
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**Goal 3: Recruit & retain members through engagement and inclusivity.**

**Owner(s):** 2013 Vice President of Member Services - Cleve Lancaster, 2014 Vice President of Member Services - Barbara Shelton

No.	Objective	Timing	Who
3.1	Increase total membership by 5% annually.	Annually, monitored monthly	VP of Member Services & Dir. Of Membership Recruitment
3.2	Retain 75% of membership in 2014; 80% in 2015 and 2016.	Annually, monitored monthly	VP of Member Services & Dir. Of Membership Retention
3.3	Recruit 40 new members in 2014; 40 in 2015; 40 in 2016.	Annually, monitored monthly	VP of Member Services & Dir. Of Membership Recruitment
3.4	Support the professional development and collaborative needs of the current membership base	Bi-Monthly	VP of Member Services & Appropriate Directors
3.5	Provide opportunities for active member engagement	Annually, monitored quarterly	VP of Member Services & Appropriate Directors

***ACTION STEPS FOR GOAL 3 OBJECTIVES***

**Objective 3.1: Increase total membership by 5% annually**

No.	Action Step	Timing	Who	Cost
3.1.1	Implement new member outreach and orientation program	Quarterly	Dir. Of Membership Recruitment	\$250
3.1.2	Hold focus group for young professionals	2014	Dir. Of Membership Recruitment	\$0
3.1.3	Implement two events for young professionals	Bi-annually	Dir. Of Membership Recruitment	\$250

**Objective 3.2: Retain 75% of membership in 2014; 80% in 2015 & 2016.**

No.	Action Step	Timing	Who	Cost
3.2.1	Implement thank you program for members who renew	monthly	Dir. Of Membership	\$0

			Retention	
3.2.2	Implement recognition program based on years of membership	Monthly	Dir. Of Membership Retention	\$0
3.2.3	Implement outreach to lapsed members; develop board review and contact process	Monthly	Dir. Of Membership Retention	\$0
3.2.4	Develop and conduct lapsed member exit interviews	monthly	Dir. Of Membership Retention	\$0

**Objective 3.3: Recruit 40 new members in 2014; 40 in 2015; 40 in 2016.**

No.	Action Step	Timing	Who	Cost
3.3.1	Conduct 1 type 10 professional recruitment mailing (Tarrant, Hood, Johnson, Parker, Wise) with \$50 discount	annually	VP of Member Services & Dir. Of Membership Recruitment	\$500
3.3.2	Place membership advertisement in NPD program with \$50 discount	November	VP of Member Services & Dir. Of Membership Recruitment	\$0
3.3.3	Develop new member recruitment incentive plan	2015	VP of Member Services & Dir. Of Membership Recruitment	\$0

**Objective 3.4: Support the professional development and collaborative needs of the current membership base**

No.	Action Step	Timing	Who	Cost
3.4.1	Promote the chapter's Mentoring Program; evaluate and revise program as needed	Monthly; Annually	Mentoring Program Chairs	\$0
3.4.2	Implement monthly table member "mix up" to acknowledge and support various levels of experiences, interests, etc.	2016	Mentoring Program Chairs	\$100
3.4.3	Promote member enrollment in the Leadership Circle; increase participation by 20%	2016	Mentoring Program Chairs	\$0
3.4.4	Select four members representing senior level, mid-level and emerging professional to plan and execute casual conversations (coffee, after hours) for networking	2015	Mentoring Program Chairs	\$100
3.4.5	Survey members re: ways to improve	annually	Mentoring Program Chairs; Leaders Circles & Leadership Advisory Council	\$0



**Objective 3.5: Provide opportunities for active member engagement**

<b>No.</b>	<b>Action Step</b>	<b>Timing</b>	<b>Who</b>	<b>Cost</b>
3.5.1	Conduct "Be the Cause" campaign; encourage member participation	Annually	Secretary	\$50
3.5.2	Assist in recruiting volunteers for chapter functions, committee members, nominees for board positions	As needed	All board members	\$0

**Goal 4: Increase community awareness of the chapter's role as a leader in ethical, professional fundraising & philanthropy.**

**Owner(s):** 2013 Vice President of Community Relations - Marnie Stites, 2014 Vice President of Community Relations - Missy Gale

No.	Objective	Timing	Who
4.1	Create and maintain an annual communications plan to multiple audiences using multiple channels	Annually	VP Community Relations, Dir. Public Relations & Newsletter Chair
4.2	Plan, implement and promote AFP leadership role in fundraising through National Philanthropy Day (NPD)	November	Dirs. NPD & Dir. Public Relations
4.3	Promote and nurture support of Youth in Philanthropy curriculum in the educational community	July/August	Co-Chairs YIP

***ACTION STEPS FOR GOAL 4 OBJECTIVES***

**Objective 4.1: Create and maintain an annual communications plan to multiple audiences using multiple channels**

No.	Action Step	Timing	Who	Cost
4.1.1	Identify communications strategy	Annually	VP Community Relations, Dir. Public Relations & Newsletter Chair	\$0
4.1.2	Develop communications calendar/timeline specific to internal and external audiences	Annually	VP Community Relations, Dir. Public Relations & Newsletter Chair	\$0
4.1.3	Identify internal and external audiences	Annually	VP Community Relations, Dir. Public Relations & Newsletter Chair	\$0
4.1.4	Maintain current and relevant information on website	Monitored monthly	VP Community Relations	\$0
4.1.5	Maintain current and relevant information on social media site(s)	Monitored monthly	VP Community Relations	\$0

**Objective 4.2: Plan, implement and promote AFP leadership role in fundraising through National Philanthropy Day (NPD)**

No.	Action Step	Timing	Who	Cost
4.2.1	Develop goals, timeline and budget for NPD	January	Dirs. NPD	\$30,000
4.2.2	Recruit committee and set agenda for meetings	January	Dirs. NPD	\$0
4.2.3	Develop sponsorship and table purchasing opportunities	May	Dirs. NPD	\$0
4.2.4	Secure venue and plan for theme, décor and food	January	Dirs. NPD	\$0
4.2.5	Work with Public Relations to develop promotional and awareness strategy	May	Dirs. NPD & Dir. Public Relations	\$0
4.2.6	Implement plan	Annually	Dirs. NPD	\$0

**Objective 4.3: Promote and nurture support of Youth in Philanthropy curriculum in the educational community**

No.	Action Step	Timing	Who	Cost
4.3.1	Develop annual plan and budget	Annually	Co-Chairs YIP	\$1,000
4.3.2	Secure school locations	Annually	Co-Chairs YIP	\$0
4.3.3	Determine calendar and curriculum	Annually	Co-Chairs YIP	\$0
4.3.4	Recruit and train AFP members to lead sessions	Annually	Co-Chairs YIP	\$0