

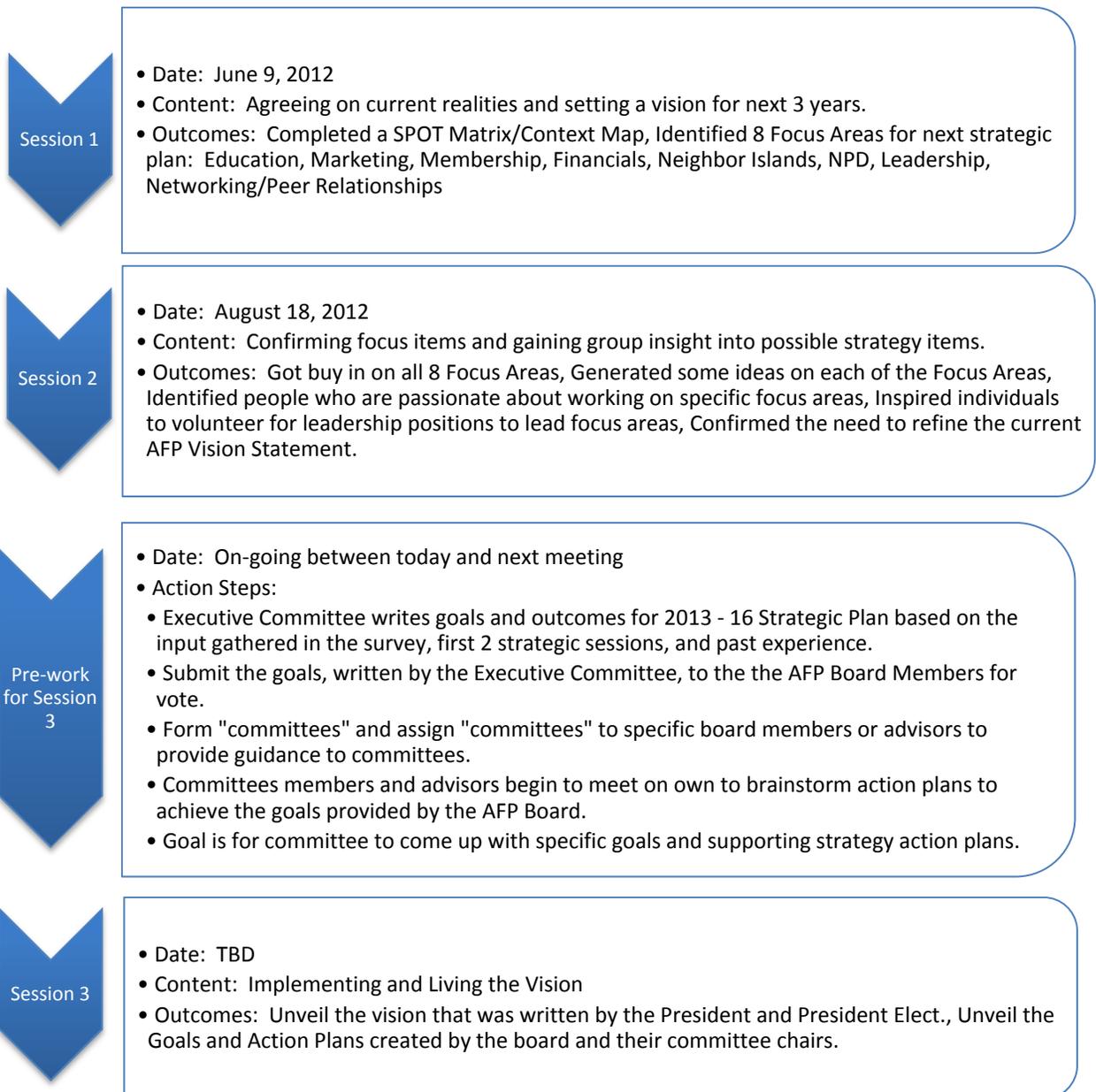


Association of Fundraising Professionals – Aloha Chapter

2012 Strategic Planning Process & Strategic Plan

AFP Aloha Chapter went through a Strategic Visioning Process with TH!NK, LLC in Honolulu Hawaii. A Strategic Visioning Process guides the group through reflecting on the past, dreaming of the future and finally identifying bold steps of action that will be instrumental in taking AFP to the next level. This document includes the process, the final plan, and the board members who approved the plan.

Here are the steps we take a group through in our process:



Our Organization's Context

On June 9, 2012, we had our first of 3 strategic planning sessions. The session was designed to create a context map for AFP, using a SPOT analysis approach. The group was asked to survey the current organizations: Strengths, Problems, Opportunities and Threats. The picture below is a copy of what was listed on the chart.

<p><u>Strengths:</u></p> <p>Code of ethics</p> <ul style="list-style-type: none"> + National representation and participation + Diverse and exp. board + Focus & educating community on philanthropy + Financially stable + Ability to focus on training. <p>Implementation</p> <ul style="list-style-type: none"> + Admin. Is awesome + Collegiate chapter is inter-institutional + Really good core membership + Collegiate chapter engages with young professional. + AFP National resources + Fundraising body of knowledge and clarity + 10 Star award – 	<p><u>Opportunities:</u></p> <p>1. Peer Development and Networking</p> <ul style="list-style-type: none"> • Establish a social and reconnect for new and career fundraisers. • Pau Hana events <p>2. Education</p> <ul style="list-style-type: none"> • Create a new education calendar and team that sets tracks for addressing geographic, stage of skill, career level, CFRE • Free programs for board, staff and admin. • More variety of days and times. • Education breakfast with networking <p>3. Marketing/PR</p> <ul style="list-style-type: none"> • Be the public voice that asks the community to support philanthropy professionals growth and development. • Est.. Mkt. Plan for AFP • Increase awareness development profession • Build knowledge and understanding about philanthropy. • Educate organizations on value of AFP membership. • Inform and recognize organizations that employ fund development/fundraisers of their role in financing AFP memberships, education and certification classes. <p>4. NDP</p> <ul style="list-style-type: none"> • Market • Document • Duplicate • Capitalize <p>5. Membership</p> <ul style="list-style-type: none"> • Clarify ideal member • New AFP/HQ member program • New member orientation <p>6. Neighbor Island</p> <ul style="list-style-type: none"> • Reach out and include more. <p>7. Financial</p> <ul style="list-style-type: none"> • Scholarship funding for membership. • Look at revenue sources.
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	<p>8. Leadership</p> <ul style="list-style-type: none"> • Board Orientation. • Committee succession plan. • Activate nominating committee – provide committee job descriptions, orientations, and evaluations. • Suggest a strategic committee _____ for committee chairs. • Chair transition for education (just instituted for 2012-13) but should be a part of long-range plans.
<p><u>Problems:</u></p> <ul style="list-style-type: none"> – Don't know interest level for CFRE – Lack of new member orientation – Lack of mktg. plan/process – Engaging & supporting neighbor island – Need committees and bench strength – Current education program – Membership too much \$ – Cheaper to attend all events as a non-member – Not reaching grass root organizations – Less volunteer time – Apathy – Financially dependent on ed. programs – No board driven dashboard – Lack of orientation process for board – Lack of recruiting process for board members – Costs – Limited networking – Execution of NPD – No annual calendar – Lack of involvement in formal mentorship program 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Turnover in the professional development community. • Generational issues • Increase recruit could lead to lower programs. • AFP will fade away. • Lack people and fear of taking on leadership roles. • Economy • The community does not understand professional fundraising and philanthropy. • Schools do not include fund development in curriculum.

Strategic Plan for AFP Aloha Chapter

Vision

Current AFP Vision Statement:

We will be the recognized leader in the promotion of philanthropy by empowering our fundraising 'ohana to serve our island community.

In the second strategic planning session, the team reviewed the current AFP Vision Statement. Initially, the room was split over the decision to keep the vision statement the same or to make changes. This spurred an in-depth discussion that resulted in a decision to add some "sparkle" to the current vision statement. The following are all of the comments the team made about the current vision statement.

Feedback on Current Vision:

- o Change "empowering" to "inspiring"
- o Change "serve" to "impact"
- o Change "will be" to "are"
- o Make the work promotion stronger
- o Could be more inspiring
- o Incorporate education
- o Add "advancing next generation"
- o Include why we are so vital
- o Focus on future-looking
- o Add connect and network
- o Make it easy to remember and repeat

Attempts at Rephrasing Current Vision:

- o We are the catalyst in the advancement in education of philanthropy and development of professionals.
- o We are helping our organizations to serve.
- o Advance the profession and the professional.
- o We are the catalysts of philanthropy.
- o We are the recognized leader in the promotion of philanthropy by inspiring our organizations to and positively impact our island community.

Final Decision:

The group decided that they all agreed on the heart of the Vision and now it needed some work. The group decided to allow the Executive Committee or a Sub-Committee to revisit and determine the final vision statement. TH!NK will provide the following suggestions; however, the final selection will be facilitated by the AFP President and President Elect.

Mission

The Association of Fundraising Professionals (AFP) – Aloha Chapter advances philanthropy throughout Hawaii by actively promoting the practice of ethical and effective fundraising among AFP members. We are committed to education, training, advocacy, and mentoring of our members in the spirit of aloha.

2013 – 2016 AFP Strategic Goals and Outcomes

In meeting #2, the group took the Focus Items (Opportunities) and ranked them in order of importance. The group voted and determined these were the priority items in order. While they ranked the importance of all items, the team had a wide range of beliefs if AFP had the resources to tackle all 8 focal items. These 8 items were presented to the President Elect (Sarah Tenney) and current President (Alan Tang) for their review. The two worked with their Executive Committee to narrow these 8 focus points into a 5 key areas. The group then decided on a set of goals that they feel would appropriate to pursue over the time span of this strategic plan.

Note: The (BOD: Name) , next to each title, indicates the current 2011-2012 executive committee or board member involved and updated in supporting the strategic planning process in the focal area.

I. Education: Develop Skilled Practitioners (BOD: Glenn)

Purpose: AFP Aloha Chapter will develop skilled, knowledgeable and ethical professionals.

Desired Outcome: Professionals in Hawaii demonstrate best practices & certifications as a result of knowledge gained through AFP educational offerings and resources that align & reflect content from the AFP Code of Ethics and Standards of practice.

2013-2016 Education Goal/Bold Steps:

1. Maintain a monthly education calendar extending 18 months (Jan to the following July) that annually meets one or all of the following per offering:
 - a. Available to members on neighbor islands,
 - b. segments content for new versus advanced professionals, and
 - c. qualifies for certification points for CFRE/ACFRE designations
 - d. the topic reflects content in the AFP Code of Ethics and Standards of practice
2. Identify 5 new CFRE/ACFRE candidates from Hawaii each year aiming to exceed 20 total candidates and 5 new certification holders by 2016.
3. Achieve participation of 40% or more of the total chapter membership by Dec 31st each year (based on membership as of Jan 1) in the education offerings.

II. Membership: Invite & Enhance Member Value (BOD: Polly Pauahi)

Purpose: AFP Aloha Chapter will grow & engage members to further enhance chapter value

Desired Outcome: Every AFP chapter member is invited and matched with a role that enhances their membership participation & value.

2013-2016 Membership Goal/Bold Steps:

1. Exceed retention of 80% of the previous year's members.
2. Annually recruit 20 first-time, new members reflecting growth in diverse membership types and geographic neighbor island locations.
3. Exceed 250 active members and 40 AFP collegiate chapter members by 2016.
4. Establish 2 annual social and peer networking focused activities per year for the membership to get to know each other better.

III. Public Awareness & Marketing: Reaching Audiences (BOD: Sarah Tenney)

Purpose: AFP Aloha Chapter will simultaneously communicate priority messages to internal (membership) & external (general public) audiences on routine to advance member retention.

Outcome: Effectively establish routine campaign periods utilizing relevant distribution channels to reach & produce the desired reaction of audiences during campaign periods to achieve annual strategic goals and campaign target results.

2013-2016 PAM Goal/Bold Steps:

1. Maintain and share a Chapter event & content deadline calendar.
2. Complete a Case for Support by end of Mar 2013 to reach revenue/resource development goals in 2014 and 2015.
3. Establish a 4-year public awareness plan, defining annual campaign periods & objectives, internal & external audience segments, traditional and new media methods to market AFP Aloha Chapter events, education offerings, and membership benefits that creates value for members.
4. Establish the Annual Campaign periods and event goals and objectives including: membership drives, fundraising drives, NPD and partner initiatives.
5. Hold at least 1 annual Public Awareness initiative the promotes the nonprofit mission and activities of the AFP Aloha Chapter
6. Promote knowledge of legislation and advocate public policy support for principles important to AFP Aloha Chapter and the general fundraising profession.

IV. Financial Administration: Effective Fiscal Systems (BOD: Christine)

Purpose: AFP Aloha Chapter will be fiscally sound organization which appropriately solicits, recognizes, and reports.

Outcome: Effective & balanced operating and chapter program budgets and dashboard evaluation processes that achieve the education and membership and resource development targets.

2013-2016 Financial Goal/Bold Steps:

1. Annually achieve 100% Board Giving status.
2. Establish a 4 year resource development plan, which cultivates & solicits \$30,000 or more each year in philanthropic funding to support annual operating and campaign initiatives and define the solicitation & sponsorship benefit process.
3. Approve a 2-year balanced budget, including expense and revenue cash flow projections, by the end of March each year identifying a 25-50% target of operating reserves and operating goals & targets.

V. Leadership: Future Legacy (BOD: Travis)

Goal: Leave the chapter management in better organizational & leadership condition than when we joined.

Outcome: Perpetuate the sustainability of the chapter by preparing new & current volunteer leadership in promoting and functionally completing their role to realize an effective environment to share best practice knowledge, experience and expertise in transitioned in leadership roles & functions.

2013-2016 Leadership Goal/Bold Steps:

1. By end of 2013, establish a board orientation, evaluation, archiving & training process to activate & show positive results by 2016.
2. By the end of 2013, establish the evaluation and training process guidelines for new AFP committee/project members and archiving expectations for key materials for future volunteers to activate and show positive results by 2016.
3. Annually engage 20 or more young professionals and youth exploring philanthropy and fundraising careers to become a relevant and critical resource that enhances fundraising careers and builds professional networks for the next generation.
4. Annually advance our diversity focus, reporting a community of inclusion to seek, embrace, and engage diverse individuals, targeting underserved membership types of nonprofit organizations with a broad representation of experiences, perspectives, thoughts and cultures within the fundraising profession.

VI. Neighbor Islands: in the Education & Membership Goals above (BOD: Sarah Tenney)

Serving neighbor island communities is a challenge as the membership revenue generated from these locations does not cover the expenses incurred to operate an education, recruitment, or certification focus. At least 1 Board of Director will be the point of contact to communicate island needs from education and membership focal areas.

VII. Social and Peer Networking: in the Membership Goals above (BOD: Elizabeth Aulsebrook)

Annual venues that bring members together for networking and peer socializing is valued. While this is not a priority strategic focal area, the focus is in the education & membership committees to develop and access member value.

VIII. NPD: in the PR goals above (BOD: John Keene)

National Philanthropy Day (NPD) and it's 15+ year history, both nationally and in Hawaii, is a public awareness event established and valued by membership. National Philanthropy Day is the annual focal period to inform the public of the mission of AFP Aloha Chapter and reconnect with membership for updates and training. It is included in the PR/marketing strategic focal area above.

Strategic Plan above approved by the following AFP 2012 Board Members:

President (2011-2012)

Alan Tang
Olomana Marketing

President Elect (2013-2014)

Sarah Tenney, CFRE, EMBA
Goodwill Industries Hawaii & Goodwill Contract Services

Treasurer

Christine Koo
University of Hawaii Foundation

Secretary

Nancy Chancellor
Hawai'i Pacific University

Past President, Chair - Nominations

Travis Gray
University of Hawaii Foundation

Director - Annual Conference

Tori Abe
Hospice Hawai'i

Director – Interim Secretary

Elizabeth Aulsebrook, CFRE
Hospice Hawai'i

Director

Donald Bentz
Equality Hawai'i

Chair - Foundation

Noelelua Archambault
Punahou School

Director

Marilyn Cristofori
Hawai'i Arts Alliance

Co-Chair - Education

Glen Hayashida
National Kidney Foundation of Hawai'i

Chair - Membership

Polly Kauahi, CFRE
Hawaii Foodbank

Chair - National Philanthropy Day

John Keene
Castle Medical Center

Co-Chair Education

Beth Lum
Creative Fundraising Associates

Chair - Certification

S. Sanae Tokumura, APR, ACFRE
Solid Concepts, Inc.

Chair - Diversity

John Hau'oli Tomoso
Hui No Ke Ola Pono