



Strategic Plan 2017 - 2019

November 15, 2016

Summary 2017

Presented by:



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1. Introduction

In May of 2016, AFP Chicago began a strategic planning process aimed at articulating a vision for its role in serving its 900 members and the organizations they serve, and advancing the fundraising profession. To design and lead this process, AFP Chicago retained Davidoff Mission-Driven Business Strategy (Davidoff), a Chicago-based national strategic consulting firm. The goal of this process was to develop a three-year strategic plan outlining AFP Chicago's direction and identifying its commitments to serving and growing its membership as a thought leader in the fundraising profession and the philanthropic sector in Chicagoland.

A seven-member strategic planning committee was convened to implement the strategic planning process. The strategic planning committee engaged throughout the process leading up to, including and following the strategic planning retreat held on September 16, 2016 to provide input and perspective on research and critical challenges for the organization; conduct stakeholder interviews, peer reviews and an environmental scan; identify strategic directions to consider; participate in the design and implementation of the strategic planning board summit; and facilitate working groups to develop strategic directions, priorities and action steps.

A. STEERING COMMITTEE

Melissa Berliner

Vice President
Campbell & Company
Member, AFP Chicago Board

Eric Johnson

Director of National Philanthropy
Building Educated Leaders for Life (BELL)
President, AFP Chicago Board

Kevin Crowe

Director, Grateful Patient & Family Fundraising Programs
Dignity Health
Member, AFP Chicago Board

John Huebler, MPA, CFRE

Senior Major Gifts Officer
Institutional Advancement
Illinois Institute of Technology
President Elect, AFP Chicago Board

Shawn Gavin, CFRE

Director of Development
Northwestern Pritzker School of Law
Member, AFP Chicago Board

Crystal Williams, MNA, CNP

Assistant Director
Axelson Center for Nonprofit Management at
North Park University
Member, AFP Chicago Board

Tula Gogolak

Planned Gift Officer, Development
Easter Seals
Member, AFP Chicago Board

Pam Williams

Executive Director
AFP Chicago
Member, AFP Chicago Board

Morgan Henington

Chief Development Officer
Holy Name Cathedral
Member, AFP Chicago Board

B. STRATEGIC PLANNING PROCESS

From May 2016 through November 2016, Davidoff led AFP Chicago through its Mission-Driven Strategic Planning process, a comprehensive process designed to engage key stakeholders in articulating AFP Chicago's vision, the interpretation of its mission in Chicago, and strategic priorities. Mission-driven strategic planning is based on articulating a data-driven assessment of the current state of an organization; defining the ideal state using vision, purpose and values; and creating a strategy and pathways to guide an organization from its current to its ideal state. The process was divided into three phases:

1. **Discovery (May 2016 – July 2016)** During the Discovery phase, AFP Chicago conducted primary and secondary research to gather stakeholder perspectives on the current and future state of AFP Chicago within the context of the Chicagoland fundraising community and among other similar professional associations. Davidoff Mission-Driven Business Strategy, in conjunction with members of the AFP Chicago's strategic planning committee and board volunteers, provided the following:
 - a. **In-depth stakeholder interviews:** AFP Chicago conducted 12 individual interviews with representatives from key stakeholder groups including thought leaders in philanthropy, academia, donors, and peer organizations.
 - b. **Focus Groups:** Davidoff facilitated four focus groups with AFP Chicago: board, past presidents, nonmembers and less-engaged members. AFP Chicago completed a focus group with staff members.
 - c. **Survey:** Davidoff developed and distributed a quantitative survey to AFP Chicago's membership database, comprising members, non-members and lapsed members. A total of 228 responses were received (78% members, 11% non-members, 11% lapsed members).
 - d. **Peer Review:** AFP Chicago's strategic planning committee and representatives of the board reviewed 16 peer organizations to better understand AFP Chicago's competitive position in the landscape, based on mission, vision, programs, services, membership structure, board, and staff structure.
 - e. **Environmental Scan:** AFP Chicago's strategic planning committee members conducted an environmental scan of social, technological, economic, and political trends that might impact on the future direction of the association.

The research from this phase was summarized, analyzed, and presented to the strategic planning committee during the retreat design phase. It was used to inform the development of a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which was incorporated into the Board retreat. The SWOT analysis can be found on page 9.

2. **Retreat Design & Facilitation (August – mid September 2016):** Working with the strategic planning committee, Davidoff designed and facilitated a full-day strategic planning retreat to engage AFP Chicago's board in a dialogue about the vision, mission execution, theory of change, and strategic directions for the association. This retreat was facilitated on Friday, September 16, 2016. A complete list of the Board members who participated in the strategic planning process is included in the appendix on page 29.
3. **Strategic Plan Development (Mid September 2016 – November 2016):** Following the strategic planning retreat, Davidoff developed a strategic plan framework to review with the strategic planning committee. AFP Chicago then facilitated two working group meetings focused on each of the strategic initiatives to develop outcomes and objectives for each initiative. A list of working group participants is included in the appendix on page 30. The working groups took place between September 19 and October 28, 2016. Input from the working group sessions and follow up sessions with the executive and strategic planning committees was then integrated into a draft of the strategic plan and reviewed with the Board on November 11, 2016.

2. Organizational Identity

A. BACKGROUND

The Association of Fundraising Professionals – Chicago Chapter (AFP Chicago) is one of the largest of AFP International's chapters, both in the United States and among its 230 chapters worldwide. Comprising 900 members, AFP Chicago represents a broad spectrum of fundraising professionals across a wide variety of discipline areas and encompassing the areas of health, human services, education, religion, the arts, civic organizations and affiliated consulting firms. The diversity within its membership defines AFP Chicago as unique in the landscape of professional organizations for fundraising professionals.

Since its inception, AFP Chicago has been a champion for advancing the fundraising profession and an advocate for ethical fundraising practices. Through its educational programs, networking events, leadership opportunities and CFRE training programs, AFP Chicago has consistently contributed to the improvement of fundraising efficacy in Chicago and has served a leading role in maintaining professional standards for fundraisers.

As the philanthropic landscape continues to change and the work of fundraisers becomes more dynamic and complex, AFP Chicago sees a new role emerging for the association. More than ever, fundraisers are called upon to be masters of relationship building and cultivation and stewardship, as well as technology. With the increasing availability of big data, fundraisers are also expected to utilize that data to effectively target and acquire new donors and supporters, which requires specific skill sets related to data analysis and interpretation. Finally, as fundraisers advance in their careers, they are expected to demonstrate leadership and management qualities for which their training may not have prepared them. Ultimately, the role of the fundraiser is highly relational, rather than transactional. All of these changing dynamics present opportunities for AFP Chicago to take the lead in equipping and preparing fundraising professionals in Chicagoland with the skills, training, connections and confidence they need to advance their careers, more effectively serve their organizations' missions and emerge as leaders in their organizations, the profession, and in the philanthropic community.

AFP Chicago's three-year strategic plan reflects the organization's intention to assume a thought-leadership position in the Chicagoland philanthropic community, disseminating information on current trends, providing perspective on integrating both innovative fundraising techniques and proven methods, and advancing professional knowledge through educational programming and networking.

On a related note, AFP International launched a strategic planning process as AFP Chicago was engaged in its own planning. A new strategic plan for AFP International is forthcoming. It is the belief of AFP Chicago that the international association's revised mission and vision, and new strategic plan, do not materially impact AFP Chicago's locally focused strategic plan, but can be integrated as deemed relevant and appropriate.

B. MISSION

As a chapter of AFP International, AFP Chicago's mission aligns with the mandates of the international organization. Out of AFP International's strategic planning process to-date, the international organization has developed the following revised mission statement:

The Association of Fundraising Professionals empowers individuals and organizations to practice ethical fundraising through professional education, networking, research and advocacy.

The following is the proposed addendum to AFP Chicago's mission statement, providing additional detail as to how AFP Chicago executes the mission locally:

AFP Chicago delivers on this mission by serving as a thought leader in service to Chicago-area fundraising professionals, and providing access to relevant education and training, professional development resources, and networking opportunities. AFP Chicago brings together diverse professionals from across sectors, career levels, and specialties. AFP Chicago fosters dialogue, inspires innovative thinking, and shares knowledge and best practices towards effective and ethical fundraising in Chicago.

C. VISION

The vision of AFP Chicago should reflect the long-term outcomes the organization is invested in achieving. It should be inspiring and ambitious, yet attainable. The vision should embody the ideal state of the organization itself, as well as the stakeholders it serves.

During the September 16, 2016 strategic planning retreat, the AFP Chicago board engaged in a discussion of the organization's vision and generated concepts, direction, and language. Davidoff worked to distill the generative work completed during the board retreat and the subsequent meeting with the strategic planning committee into the following draft vision statements.

AFP International Revised Vision (approved 10/22/16)

To stimulate a world of generosity and positive social change through fundraising best practice.

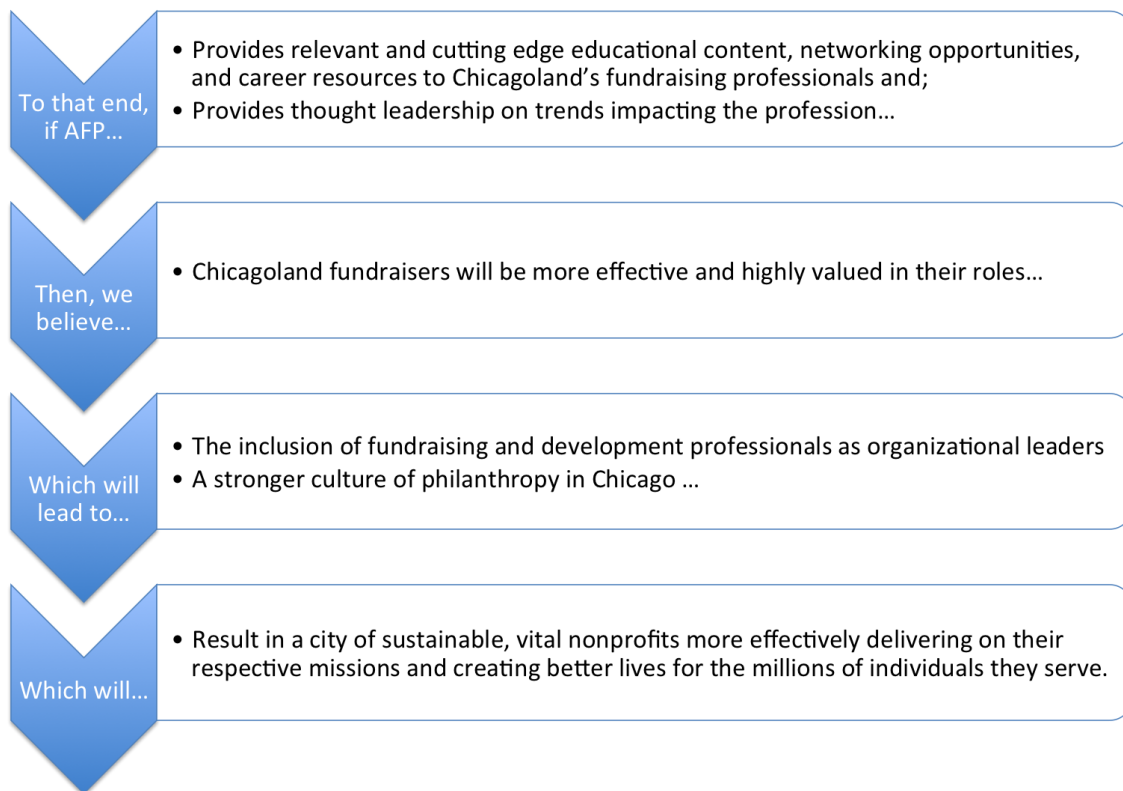
Proposed revised vision statement:

To lead a vibrant, diverse learning community of fundraising professionals who, using fundraising best practices, advance generosity and positive social change to improve and enrich lives in the greater Chicago area.

D. THEORY OF CHANGE

The Theory of Change includes elements of AFP Chicago's mission (what it does), as well as elements of its short- and long-term vision. It articulates a working assumption of how mission-aligned resources and activities will lead to this long-term vision and intended impact.

AFP Chicago's Theory of Change: *AFP Chicago believes that empowering fundraisers in Chicagoland with the knowledge, tools, and resources to follow best practices will help them advance their careers and the profession, strengthen the culture of philanthropy in Chicago and improve the ability of nonprofits to deliver on their respective missions.*



E. GUIDING PRINCIPLES

Guiding principles are precepts that inform an organization's decisions and actions. They establish the fundamental norms, rules, or ethics that represent what is desirable and affirmative for the organization and help determine the rightfulness or wrongfulness of decisions and actions. Principles are more explicit than values, and are meant to govern actions.

The list of guiding principles below was developed based on discussions with the strategic planning committee following the board retreat:

- Relevance
- Thought-leadership
- Inclusiveness
- Adherence to ethical practices

AFP International, through its own strategic planning process, has approved the following guiding principles for the international organization.

Ethics and Trust: As champions of ethical fundraising, fundraising professionals work to increase public trust in charitable giving. We are accountable to donors and their organizations to perform to the highest standards. We practice courage and integrity in the stewardship of private and public resources.

Professional Preparation: Fundraising professionals are prepared to serve as leaders and mentors within and on behalf of our organizations. We embrace continuing education and credentialing as pathways to advance in all stages of our professional careers. We use knowledge and skills to strengthen our organizations and communities. We understand, promote and share best practices to use and grow the fundraising body of knowledge.

Advancing Philanthropy: Fundraising professionals are leaders in developing a culture of philanthropy within our organizations and communities. We train staff, boards and volunteers in ethical and effective fundraising practices. We work across organizations and nations to advance positive social change.

Inclusivity: Fundraising professionals reflect the diversity of the communities we serve. We work to address the needs of a diverse society. We welcome and support a diversity of individuals and offer pathways for them to succeed.

Partnership and Collaboration: Fundraising professionals are trusted partners with donors in achieving social good. We collaborate locally and globally with other organizations around shared priorities. We work effectively with decision makers in government and business to achieve shared objectives through philanthropy.

Creativity and Innovation: Fundraising professionals stimulate giving through innovative practices and solutions. We imagine and research new ways to connect with donors and achieve results. We share effective ideas and techniques to promote success across the philanthropic sector.

3. Strategic Initiatives, Objectives & Milestone Activities

A. SWOT ANALYSIS

The following analysis of AFP Chicago's strengths, weaknesses, opportunities and threats was developed based on stakeholder research completed by members of the strategic planning committee and subsequent discussions with the committee and the board.

		Helpful to achieving the objective	Harmful to achieving the objective
Internal Origin	Internal Origin	Strengths <ul style="list-style-type: none"> • Programming for entry level/those new to fundraising • AFP brand • Networking/connection opportunities • Awards luncheon • Webinars • Online job source 	Weaknesses <ul style="list-style-type: none"> • Low awareness of AFP Chicago's programs and services • Current perceived lack of engagement with senior professionals (both programming options and relationships with senior professionals) • Current system for new member engagement • Lack of programs/services included as part of membership cost is a barrier to attracting members • Awareness about location and timing of programs • Current nature of programs is seen as bland and not widely applicable • Lack of on demand/tech-savvy content
	External Origin	Opportunities <ul style="list-style-type: none"> • Increase member involvement via committees and board service • Increase program and service usage/attendance • Enhance affinity group options and participation • Partner with peer organizations to reduce service duplications • Provide education/content on management/ leadership skills • Provide education/content on digital communications/ data • Claim the role of a thought leader/ key trend curator for the Chicago philanthropic sector • Offer more practical, skill-building programs • Offer more career role and level-specific programming • Conduct more personalized outreach to less engaged members 	Threats <ul style="list-style-type: none"> • Illinois state budget cuts • Increased competition from specialized groups (e.g. Chicago Women in Philanthropy which just launched a mid-career mentoring program track) • Development resources can increasingly be found online for little to no cost

B. OVERVIEW OF STRATEGIC INITIATIVES

Strategic Initiatives		
1	REDESIGN AFP CHICAGO'S EDUCATIONAL PROGRAMS	AFP Chicago provides a network of opportunities for thoughtful discussion, learning, and sharing of ideas for the community of professional fundraisers of all levels in Chicago. Education opportunities align with the domains of fundraising knowledge outlined by the certification framework of CFRE International (current and prospective donor research, securing gifts, relationship building, volunteers, leadership and management, and ethics, accountability, and professionalism). Additionally, programming incorporates the presentation of topics that are trending, timely, and relevant. Resource development for the chapter is interwoven into planning and execution of a calendar of events for the community of fundraisers we serve.
2	ENHANCE BRAND RECOGNITION AND MARKETING EFFECTIVENESS	The AFP Chicago brand is recognized as a thought-leader in philanthropy and an association that sets high standards for the Chicago fundraising profession. The brand is respected, clearly articulated and well communicated within the Chicago philanthropic community, as well as respected and understood by civic, media and other relevant entities outside of that community.
3	IMPROVE MEMBER ENGAGEMENT	AFP Chicago's membership success is not measured solely by the number of members it retains or acquires but by how engaged members are in the organization. AFP is partnering with peer organizations for thought leadership, research opportunities and education.
4	DEVELOP FUTURE LEADERS	AFP Chicago maintains a robust pipeline of future leaders who reflect the diversity of its membership, are committed to the mission, and reflect a sense of vision for the association and the fundraising profession.
5	OPTIMIZE ORGANIZATIONAL INFRASTRUCTURE	The AFP Chicago board and staff are working together effectively to support the Chapter's goals and objectives, with the appropriate governance practices, skill sets, and resources in place to promote optimal functioning, vitality, sustainability, and growth.

A. MILESTONE OBJECTIVES/SUCCESS MEASURES

Strategic Initiative 1: Redesign AFP Chicago's Educational Programs

Three-Year Outcome: AFP Chicago provides a network of opportunities for thoughtful discussion, learning, and sharing of ideas for the community of professional fundraisers of all levels in Chicago. Education opportunities align with the domains of fundraising knowledge outlined by the certification framework of CFRE International (current and prospective donor research, securing gifts, relationship building, volunteers, leadership and management, and ethics, accountability, and professionalism). Additionally, programming incorporates the presentation of topics that are trending, timely, and relevant. Resource development for the chapter is interwoven into planning and execution of a calendar of events for the community of fundraisers we serve.

Strategic Initiative 2: Enhance Brand Recognition and Marketing Effectiveness

Three-Year Outcome: The AFP Chicago brand is recognized as a thought-leader in philanthropy and an association that sets high standards for the Chicago fundraising profession. The brand is respected, clearly articulated and well communicated within the Chicago philanthropic community, as well as respected and understood by civic, media and other relevant entities outside of that community.

Strategic Initiative 3: Improve Member Engagement

Three-Year Outcome: AFP Chicago's membership success is not measured solely by the number of members it retains or acquires but by how engaged members are in the organization. AFP is partnering with peer organizations for thought leadership, research opportunities and education.

Strategic Initiative 4: Develop Future Leaders

Three-Year Outcome: AFP Chicago is inviting and inspiring current and prospective members to engage with the association in a way that nurtures a robust pipeline of future leaders who reflect the diversity of its membership, are committed to the mission, and reflect a sense of vision for the association and the fundraising profession. In order to ensure this, the committees' functions, requirements and job descriptions need to be more clearly stated and publicized. In doing so, existing information needs to be examined, potentially modified and made more broadly known with regard to committee membership and the board nomination process. This will engage a greater number of, and greater diversity of, committee members and prospective leaders.

Strategic Initiative 5: Optimize Organizational Infrastructure

Three-Year Outcome: The AFP Chicago board and staff are working together effectively to support the Chapter's goals and objectives, with the appropriate governance practices, skill sets, and resources in place to promote optimal functioning, vitality and sustainability.

4. Implementation Considerations

A. IMPLICATIONS OF THE STRATEGIC PLAN ON ORGANIZATIONAL RESOURCES

Effective implementation of the strategic plan will require AFP Chicago to develop detailed action plans with the staff and Board committees tasked with executing the plan. It is at the action-planning level that AFP Chicago will identify appropriate resource allocation, as well as where additional resources – both human and financial – may be necessary. As AFP Chicago develops action plans for achieving strategic plan objectives, it will be important to assess the following, in order to efficiently use existing resources and identify where new resources are needed:

- a. How/where are current activities, programs and services of AFP Chicago already aligned with the strategic initiatives outlined in the strategic plan?
- b. How can AFP Chicago direct current activities towards achieving strategic plan outcomes?
- c. If new activities, programs or services are required to achieve the strategic objectives, what existing resources exist to develop and implement these new programs and where does AFP Chicago need additional support and resources?
- d. How does AFP Chicago immediately build changes prompted by 2017 strategic planning into draft 2017 budgets?

Align Existing Activities & Resources

The purpose of the strategic plan is not to introduce entirely new projects into the organization; rather, it is to provide a cohesive strategic direction to which to align current activities in order to achieve strategic and intentional outcomes for the organization. Where possible, AFP Chicago should explore how to better align existing activities to the strategic outcomes before committing to entirely new programs. It is often that case that several strategic objectives may be served by one program. For example, AFP Chicago already has experience and expertise in programming and content development, as well as an established series of educational opportunities. Instead of introducing a new type of program, AFP Chicago can look to how to utilize its current delivery mechanisms to deliver content that is better aligned with the strategic initiatives, for example, content that integrates CFRE-related certification training, emphasizes AFP's focus on ethical fundraising, or introduces leadership skills for fundraisers. This will support objectives related to educational programs, membership engagement, and brand recognition.

Additionally, it is important to remember that changes in strategic direction do not happen overnight; this is an ongoing process. For example, programming for 2017 is already being planned and should continue without interruption of services to members. As AFP Chicago begins implementation planning, it will want to clearly articulate how to begin introducing applicable components of the strategic plan into the existing schedule for 2017, as well as by when it is expected that new directions will be full integrated into committee work and programming.

Assess Needs for Additional Resources

The strategic plan may introduce opportunities for new and/or expanded programs that will likely necessitate additional resources to effectively implement. AFP Chicago should consider which objectives might require additional needs/resource assessment(s) to implement. For example, if AFP Chicago focuses on developing

content related to state-of-the-art issues, such as “big data” and technology, it may need to assess whether the expertise exists on staff or in leadership committees to design that content. Activities focused on assessing capacity and resource needs can be integrated into the milestone objectives and action steps where relevant. It will be important to the success of the strategic plan that AFP Chicago board and leadership understand and agree on resource allocation.

B. INITIAL RECOMMENDATIONS ON PROCESS/NEXT STEPS FOR IMPLEMENTATION

Action Planning

The action-planning and prioritization template on the following page was created to provide AFP Chicago with one example of how to think through operationalizing the strategic plan objectives. A suggested next step towards implementing AFP Chicago’s strategic plan will be to work with staff and leadership to complete the document on the following page, which will allow AFP Chicago to identify appropriate ownership for each initiative and objective, timing, resources and further prioritization and/or dependencies. During the November 11, 2016 board meeting, it was proposed that strategic initiative working groups meet again to review objectives, assess priority and resource needs, and assign specific timing to each objective.

Ownership

A best practice for successful implementation of a strategic plan is to assign ownership of each initiative to a member of the board or leadership. While ownership of the initiative does not mean that the owner does all of the work associated with that initiative, it does mean that the owner is responsible and accountable for the success of that particular initiative. Assigning ownership of the strategic initiatives at the board level helps to ensure ongoing board engagement and support of the strategic plan. Three-year objectives and related activities should be assigned owners at that staff level to ensure that each objective, similarly, has the necessary attention and resources to be implemented.

AFP Chicago’s Executive Committee will own the execution of the strategic plan at the board level and will be responsible for ensuring that priorities and objectives are reviewed and status updated on a regular basis. AFP Chicago’s board has, additionally, created a new position to support the implementation of the strategic plan and other emerging initiatives. Beginning in 2017, the Senior Vice President of Ethics and Emerging Initiatives will assume a new role focused on managing implementation of the strategic plan. This individual will have oversight over the strategic plan, and will coordinate with appropriate committees, members and staff to follow through on priorities and three-year objectives.

A. SAMPLE ACTION PLANNING TEMPLATE

Davidoff Mission-Driven Business Strategy template omitted in this summary; AFP Chicago developed its own tool.

D. STRATEGY SCREEN

A strategy screen is a simple tool that can be used to help AFP Chicago evaluate opportunities and make decisions that align with its vision, mission and strategic initiatives. The following screen is an example that can be modified to suit AFP Chicago's needs.

Screening Question	Yes/No	Notes
Does the opportunity align with AFP Chicago's vision?		
Does it support the execution of AFP Chicago's mission?		
Does it align with our guiding principles as an organization? How does it align with our values?		
Which strategic initiative(s) does this support?		
Do we have the resources to execute this opportunity?		
If yes, which resources can we align to support this?		
If no, do we have the ability to acquire additional resources to execute this opportunity?		
Do we have the support we need to be successful with this?		

5. Appendix

A. RESEARCH SUMMARIES

The following is a list of relevant research tools, materials and presentations that were developed to support the strategic planning process. The list corresponds with final materials saved to the linked [DropBox folder\(s\)](#). Please download and save linked files to AFP Chicago's own servers.

General Research Tools & Guidelines

- AFP_Research Guidelines_6.13.16_FOR REVIEW
- AFP Chicago_Research Overview_Rev.6.15.16_v4_FOR DISTRIBUTION

Stakeholder Interview Tools

- AFP_InterviewGuidelines06.17.16_For Distribution
- AFP Chicago_StakeholderInterviewGuide_06.17.16_FOR USE

Peer Review Tools

- AFP_Research Guidelines_Updated_6.17.16_Peer Review_For Use
- Davidoff_Sample Research Template_Updated_6.17.16_For Distribution (1)
- Completed Peer Reviews (folder)

Environmental Scan Guidelines

- AFP_Research Guidelines_6.16.16_Environ Scan_For Use

Focus Group Takeaways

- AFP Chicago_Focus Group Takeaways_8.8.16_Itm

Research Presentations

- AFP_Research Presentation_Updated 8.26.16_For Use
- AFP Chicago-SurveyDataSummary-09.09.16_For Use

Board Retreat

- Davidoff_AFP Board Retreat Participant Agenda_09.09.16_For Distribution
- AFP_Research Presentation_9.16.16_v3_For Use-2
- AFP Chicago_Retreat Materials_v4_9.7.16_For Review

Working Group Materials

- AFPChicago_WorkingGroupTemplate_09.21.16
- WorkingGroup Outcomes_Example_09.21.16
- AFP Strat Priorities_9.15.16_For Use
- Working Group Instructions (Folder)

B. RETREAT NOTES FOR EACH STRATEGIC INITIATIVE

This table is included as a reference to conversations that took place during the September 16 strategic planning summit. AFP Chicago may wish to review the notes below to determine whether any of the below should be integrated into the strategic initiatives or objectives.

Strategic Initiatives				
Relevancy of Programs and Services	Clarity of Brand Identity and Messaging, and Effectiveness of Marketing	Member Engagement	Leadership Development	Organizational Infrastructure
Outcome: What does success look like this area?				
Outcomes: <ul style="list-style-type: none"> Higher levels of program attendance and service usage Improving the level of program and service quality Meeting financial obligations (programs are financially sustainable) Retaining and attracting new sponsorships through program and service offerings 	Outcomes: <ul style="list-style-type: none"> A strong and well-articulated AFP brand identity in which the organization is a philanthropic thought leader in Chicago AFP Chicago is a go-to expert for all philanthropic related needs (e.g. a Chicago Tribune journalist needs an expert quote on philanthropy in Chicago) It is well communicated that being a member of AFP Chicago is essential for all development professionals in Chicago Develop a set of AFP Chicago champions among top philanthropic leaders in Chicago, who can advocate on behalf of the organization 	Outcomes: <ul style="list-style-type: none"> A comprehensive plan to increase member engagement A highly engaged membership that acts as advocates on behalf of the organization drive member enrollment A diversified menu of engagement options for members that may not be able to engage at a committee or board service level A series of long-term and deliberate actions to create a pipeline to ensure engagement with membership 	Outcomes: <ul style="list-style-type: none"> A board of directors and committees that come from a robust pipeline representing the diversity of AFP Chicago's membership Strong leadership drives external partnerships, programming, services, etc. <p>AFP leadership is connecting with leaders from other organizations to build strong relationships that serve the membership and the profession</p>	Outcomes: <ul style="list-style-type: none"> The organization is working collaboratively across all areas; no programs or services operate in a silo Diversity and ethics are considered central to all programs and services High levels of engagement with the organizational structure The committee structure operates as a "hub and spoke" model

	<ul style="list-style-type: none"> Develop a relationship-driven communications strategy rather than “vehicle driven”, in which people “spread the gospel” on behalf of AFP Chicago 			
Activities & Tactics				
<ul style="list-style-type: none"> Making programs and services easily accessible - including archiving older content to make it readily available to members (warehousing content) Re-using and repackaging content Providing members the ability to select programming for a single year at once Incorporating technology into programs and services Building and leveraging partnerships to provide members more valuable programs and services Segmenting programs topics by membership interests Shared member happy hours Inviting outside experts to a “leadership hub” to 	<ul style="list-style-type: none"> Assess the organizations current marketing channels and whether they are being used correctly 	<ul style="list-style-type: none"> Inviting members from other organizations to attend AFP Chicago programming at a member rate. Creating a pipeline that leads to thought leadership opportunities for members to participate in. 	<ul style="list-style-type: none"> Board, staff, and committees focused on the long-term and deliberate building of a robust board and committee pipeline, keeping in mind that a strong pipeline takes a year or more to fill Employing a series of deliberate actions to promote inclusivity and diversity on the board and committees Engaging Fellows and mentors to build the leadership pipeline Engaging in more active board and committees Leveraging the strong leadership base to bring more partners to AFP Chicago Building a strong leadership support system, allowing AFP Chicago leadership to 	<ul style="list-style-type: none"> “Blow up” the existing committee structure as it does not support AFP Chicago’s vision Determine what the “hubs” of activity are to support the organization E.g. hub of programs, resource and finance, thought leadership and advocacy. All hubs would have marketing integrated throughout. “We are shaking up the model so that we allow for greater exchange of ideas.” Wheel-and-spoke model should allow for great cross-pollination of ideas Altering the presidency tenure to two years, or at least a longer presidency than the one-year presidency currently in place.

<p>provide value to new and pre-existing programs.</p> <ul style="list-style-type: none"> • Being proactive in how AFP Chicago leads the industry with programs and services, rather than reacting to the fundraising industry 			<p>be out building relationships and personal outreach to build participation on the board</p>	<ul style="list-style-type: none"> • Identify the core principles on which AFP Chicago operates
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C. WORKING GROUP DISCUSSION NOTES

Strategic Initiative #1 Redesigning AFP Chicago's Educational Programs: Additional Notes from Working Group Discussion

Target Audience – all fundraisers, all levels, members, prospective members

Top Sectors Served by AFP

1. Education
2. Health care
3. Faith based
4. Arts and culture
5. Social/human service

Top Fundraising Functions that need to be addressed

1. Annual giving
2. Major gifts
3. Corporation/foundation
4. Leadership and planning (volunteer, board recruitment)
5. Events
6. Planned giving
7. Marketing and communications

Content Categories related to CFRE Certification/Recertification

- Current and Prospective Donor Research (14%)
- Securing the Gift (23%)
- Relationship Building (26%)
- Volunteer Involvement (8%)
- Leadership and Management (19%)
- Ethics, Accountability and Professionalism (10%)

What do fundraising professionals need?

- **Practical skills** – developing a strategy for prospect engagement and cultivation, how to make the ask, major gifts programs, how to plan the year, management, technology, etc.
- **Topics of interest** – trends, emerging topics, shifts in philanthropy, sessions like the ones we did on body language, etc.
- **Career guidance** – how to navigate your career and grow, transition from for profit to non-profit, people re-entering the work force for various reasons.
- **Joint programs** – i.e. partner with outside organizations (LinkedIn, CCPG, etc)
- **Networking** – opportunities to network bookending sessions, at conference, etc.

Delivery mechanisms:

- Breakfast sessions (\$)
- ½ day sessions (\$)
- Full day conference (\$)

- Webinars (members FREE)
- Networking with topical conversations (FREE)
- Brown bag lunches for like sector organizations/career level (FREE)
- Content available online (members FREE)

Strategic Initiative #5 Optimizing Organizational Structure: Additional Meeting Notes (9/29 Conference Call)

Three-year success metric(s): What does success look like for strategic initiative #3 at the end of three years?

- AFP Chicago Board members are working collaboratively across all core functional areas.
- The skill sets of individual Board members are optimized to support the work of the Chapter as a whole.
- Governance practices promote success for existing Board leaders while strengthening the future leadership pipeline.
- The staffing structure is aligned and resourced to support desired Chapter goals and objectives.
- Ethical practice and Diversity “core values” are integrated into all AFP Chicago work and activities.

Priority Activities: Begin to discuss the current and/or new activities AFP Chicago will engage in to support these milestones:

- Identify core functional areas or “hubs,” and recalibrate existing council structure accordingly.
Functional areas discussed:
 - Creativity/Innovation
 - Thought leadership
 - Member engagement
 - Programs
 - Marketing/messaging/branding
 - Resources
 - Resource development/sponsorship
 - Annual luncheon
 - Membership
 - Staffing allocation
 - Budget development/financial management
 - Governance
 - Committee on Directorship/nominating
 - Policies
 - Fiscal oversight
 - Audit
 - Compliance
- Determine which activities require year-long-committee services vs. work group orientation.
- Identify through lines or values that impact all committee work (i.e. diversity and ethics).
- Evaluate possibility of extending Presidential term to two years.

D. STRATEGIC PLANNING PROCESS PARTICIPANTS

Strategic Planning Committee

Melissa Berliner

Vice President
Campbell & Company
Member, AFP Chicago Board

Kevin Crowe

Director, Grateful Patient & Family Fundraising Programs
Dignity Health
Member, AFP Chicago Board

Shawn Gavin, CFRE

Director of Development
Northwestern Pritzker School of Law
Member, AFP Chicago Board

Tula Gogolak

Planned Gift Officer, Development
Easter Seals
Member, AFP Chicago Board

Morgan Henington

Chief Development Officer
Holy Name Cathedral
Member, AFP Chicago Board

Eric Johnson

Director of National Philanthropy
Building Educated Leaders for Life (BELL)
President, AFP Chicago Board

John Huebler, MPA, CFRE

Senior Major Gifts Officer,
Institutional Advancement,
Illinois Institute of Technology
President Elect, AFP Chicago Board

Crystal Williams, MNA, CNP

Assistant Director
Axelson Center for Nonprofit Management at North Park
University
Member, AFP Chicago Board

Pam Williams

Executive Director
AFP Chicago
Member, AFP Chicago Board

Strategic Planning Retreat Participants

BOARD

- President: Eric Johnson CFRE, Building Educated Leaders for Life (BELL)
- President-Elect: John Huebler CFRE Illinois Institute of Technology
- Senior Vice President – Education: Travis Carley, CCS Senior
- Vice President – Membership: Morgan Henington, Holy Name Cathedral
- Senior Vice President – Communications & External Relations: Melissa Berliner, Campbell & Company
- Senior Vice President – Ethics & Emerging Initiatives: Judy Lindsey CFRE, Methodist Hospitals Foundation
- Secretary: Shawn Gavin CFRE, Northwestern University
- Treasurer: Craig Morris CFRE, Lakeview Pantry
- Immediate Past President: Jacquelyn M. Bonavia CFRE, Jane Addams College of Social Work, University of Illinois at Chicago
- Michael Boersma CFRE, Advocate Charitable Foundation
- Kevin Crowe CNP, College of Nursing, University of Illinois at Chicago (now at Dignity Health, CA)
- Sherre Jennings Cullen CFRE, Urban Gateways
- Melanie Dykstra, Dominican University
- Melanie Frazier CFRE, National Association for Urban Debate Leagues

- Tula Gogolak, Easter Seals
- Alyson Hall CFRE, American Association of Endodontists Foundation
- Kristienne Hanna, Swedish Covenant Hospital
- Elise Krikau, College of Applied Health Sciences, University of Illinois at Chicago
- Meredith Mann, Center for Conflict Resolution
- Stacey O'Malley, Feeding America
- Katie Roth CFRE, Lake Forest College
- Crystal Williams CNP, Axelson Center for Nonprofit Management at North Park University

STAFF

- Pamela V. Williams CAE, Executive Director
- Gail Brooks CMP, Director of Meetings
- Carletta Seay, Manager, Membership & Registration Services
- Elizabeth Haley, Program and Communications Coordinator

Working Group Members

- **Strategic Priority 1: Relevancy of Programs and Services**
 - **Lead:** Morgan Henington
 - **Members:** Alyson Hall, Meredith Mann, Stacey O'Malley, Travis Carley, Gail Brooks
- **Strategic Priority 2: Clarity of Brand Identity and Messaging, and Effectiveness of Marketing**
 - **Lead:** Shawn Gavin
 - **Members:** Michael Boersma, Katie Roth, Eric Johnson, Elizabeth Haley
- **Strategic Priority 3: Member Engagement**
 - **Lead:** Elise Krikau
 - **Members:** Craig Morris, Melanie Dykstra, Sherre Jennings, Carletta Seay
- **Strategic Priority 4: Organizational Leadership**
 - **Lead:** John Huebler
 - **Members:** Crystal Williams, Judy Lindsey, Tula Gogolak
- **Strategic Priority 5: Organizational Infrastructure**
 - **Lead:** Melissa Berliner
 - **Members:** Kristienne Hanna, Jackie Bonavia, Melanie Frazier, Pam Williams