



Approved 2018-2021 Strategic Plan

Background

The Association of Fundraising Professionals (AFP) represents 30,000 members in 239 chapters in the United States, Canada, Mexico, and China and works to advance philanthropy through advocacy, research, education, and certification programs. Originally named the National Society of Fund-Raising Executives (NSFRE) the association officially changed its name in 2001.

Chapter Information

Today, the current 130 plus members represent a wide variety of non-profit organizations and fundraising expertise throughout WNC and beyond. The Chapter has enjoyed great success over the last decade including growth, and financial stability. It is now deemed the appropriate time to grow again and build leadership succession by further striving for excellence in the services and professional development opportunities provided by the Chapter.

Through education, mentoring, and training AFP WNC will continue to advance philanthropy to support the many important needs of the community. The 2018-2021 Strategic Plan provides an important roadmap that will serve as a guide for this organization through the next exciting years. This Strategic Plan will help the chapter's leadership stay the course and achieve these important goals.

Mission Statement

AFP, an association of professionals throughout the world, advances philanthropy by enabling people and organizations to practice effective and ethical fundraising. The core activities through which AFP fulfills this mission include education, training, mentoring, research, credentialing, and advocacy.

Quality Statement

The Chapter is committed to excellence in providing the highest quality services and benefits for our members and other constituents. We work to be responsive to their needs and strive to exceed expectations for our key customer groups:

- Fundraising Professionals: AFP Members and Potential Members
- Members' Employers
- Donors
- Nonprofit Organizations

Chapter Priorities

During the span of this plan, the Chapter will focus on these priorities:

- The Chapter will strive to **strengthen the profession** by serving as a resource to the areas philanthropic community through education and information while promoting and supporting the fundraising profession.

- The Chapter will promote and expand the **knowledge** base of its members through education, credentialing, mentoring, and networking opportunities.
- The Chapter will constantly seek to improve its **organizational effectiveness** through enhanced administrative functioning, communication, and leadership.
- The Chapter will focus on **increasing memberships**.

Chapter Goals & Objectives

Strengthening the Profession

GOAL I: Educate the philanthropic community as to the role of the fundraising profession and the importance of professional development.

Objective: Submit Quarterly news articles to area media showcasing the chapter activities and/or philanthropic matters. (At-large Members of the Board)

GOAL II: Become the recognized source for philanthropic information, ethical standards, and the development of the fundraising profession.

Objective: Focus on a quality Philanthropy Institute (PI) with diverse workshops that appeal to a wide variety of philanthropic professionals. (PI Chair & VP of Programming)

Objective: Advertise PI in a strategic manner including in areas beyond WNC where our members reside. (Chapter Administrator)

Objective: Ensure that our Mentoring program remains utilized and strong, providing a pipeline for future leadership. (Mentoring Chair)

Objective: Establish Welcome Committee to greet new members attending monthly luncheon. (Mentoring Chair)

GOAL III: Facilitate a healthy *Be The Cause* chapter campaign to ensure the continuation of available Scholarships including the Chamberlain Scholarship to International Conference, and PI Scholarships. (President-elect)

Knowledge

GOAL I: Provide high quality, relevant education and training opportunities.

Objective: Offer compelling monthly programs and Wake Up Workshops that are of value to a diverse community of professionals. (VP of Programming & Wake Up Workshop host)

GOAL II: Encourage and support members to become Certified Fundraising Executives.

Objective: Promote to our membership the opportunities available through sister chapters for CFRE courses. (Chapter Administrator)

Organizational Effectiveness

GOAL I: Maintain financial resources and strategic use of those resources.

Objective: Ensure financial stability including continual improvement of Sponsorship opportunities and increased commitments. (Sponsorship Chair & All Board Members)

Objective: Evaluate revenue and expenses monthly with an eye for incentivizing membership, diversification of revenue, ensuring that all line items breakeven. (Treasurer & All Board Members)

Objective: Evaluate specifically the Monthly Luncheons and explore ways to breakeven. (All Board Members)

Objective: Develop policy for how much money should be in our reserves. (Treasurer & President)

Objective: Explore options for maximizing return on reserves. (Treasurer)

Objective: Ensure that annually the budget breaks even or has a surplus. (Treasurer)

GOAL II: Provide leadership development opportunities for our board officers.

Objective: Ensure attendance at Leadership Academy by the President-Elect in their second year, and President in their first year.

Objective: Attendance at International Conference by President or President-Elect, if budget allows.

Goal III: Develop effective strategies for identifying, recruiting, and training prospective and current chapter leaders and board members.

Objective: Identify future new chapter leaders through mentoring participation & Scholarship Recipients. (Mentoring & Scholarship Chairs)

Objective: Officer of Board when attending International Conference should use the time to engage Chamberlain Scholar for potential new leadership.

Objective: At-large Board members should be mentored the second half of their first year on the Board for a Board position that will be vacant the following year. (President, President-Elect, Past President)

Objective: Identify co-chairs for PI and NPD who will become committee chair/board member once the current chairs' term has ended. (NPD and PI Chairs)

Membership

GOAL I: Grow and retain our membership (VP of Membership and All Board Members)

Objective: Grow membership by 5% annually.

Objective: Convert 10% of non-members who attend luncheons and Wake-up Workshops regularly through personal outreach.

GOAL II: Effectively communicate with our members and promote benefits of membership on an on-going basis

Objective: Email communication should be consistent, relevant, concise, and without error, but no more than twice monthly. (Chapter Administrator)

Objective: Weekly Facebook posts should be consistent, relevant, concise, and without error. (Chapter Administrator)

Objective: Monthly luncheon announcements re: membership benefits and table captain conversations regarding value of membership. (VP of Membership, All Board Members)

Objective: Strategize and create action items to engage WNC non-profits that are not engaged currently. (All Board Members)