



# **AFP West Michigan 2021-2022 Strategic Plan**

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## **Mission**

Positively impacting our philanthropic community by connecting and educating people and organizations to practice ethical and effective fundraising.

## **Vision**

West Michigan has a vibrant, effective, and connected fundraising community that inspires transformational giving.

## **Core Values**

1. Responsiveness
  - Focusing on high quality service that is open to new ideas and exceeding expectations of members, shareholders, and communities.
2. Inclusiveness
  - Embracing diversity in the fundraising community with a commitment to understanding and addressing unique member needs and ensuring membership benefits are accessible and affordable.
3. Collaboration
  - Recognizing that we can accomplish our purpose only with the strong support and partnership of other individuals and groups who share our vision.
4. Integrity
  - Conducting business according to the highest ethical principles and serving as trustworthy stewards of our resources.
5. Celebration
  - Openly and joyfully celebrating philanthropic actions, individuals, and organizations that positively transform our communities.

## **Strategic Priorities for 2021 and 2022**

1. Membership Development
2. Programming and Education
3. Marketing and Communication
4. Board and Committee Development
5. Financial Stability

# 1. Membership Development

## Goal

Maintain membership, increase diversity and inclusion of membership, and equally serve members in the region.

## Responsibility

Membership committee, Mentoring committee, Board

## Action steps

- a. Retain membership during 2021 between range of 175-199
  - i. Local communication on renewals/new members (phone call/personal email, etc.)
  - ii. Quarterly reach out to lapsed members
  - iii. More “pop-up” networking/programming events, informal, chance to network
- b. Recruit new members during 2021 and beyond
  - i. Follow up with participants from events (i.e. Friday morning breakfast, etc.)
  - ii. Develop a prospecting plan for organizations without AFP members
  - iii. Regional recruitment focusing on the Lakeshore, Traverse City, and Kalamazoo/Battle Creek (post 2021)
- c. Consciously reach out to and serve all regional areas of membership
- d. Increase diversity and inclusion within membership
- e. Maintain robust mentorship program
- f. Create robust college/university internship program focusing on underserved populations
- g. Incorporate IDEA principles
- h. Launch AFPWM Affinity Group (post 2021)

## **2. Programming and Education**

### **Goal**

Plan and offer stimulating programming throughout the region, serving all members equally.

### **Responsibility**

Program committee

### **Action steps**

- a. Execute one large program event (including NPD), with networking, per quarter that aligns with recent membership survey
- b. Offer diverse programming that aligns with multiple career levels (beginning career, mid, senior)
- c. Featured signature IDEA event correlating with Black Philanthropy Month (August)
- d. Coordinate programming and cross promotion with West Michigan Planned Giving Group, Johnson Center, and AFP International
- e. Continue to offer monthly First Friday breakfast meetings at the Downtown Holiday Inn featuring a short program and networking
- f. Consider offering remote access to programs
- g. Incorporate IDEA principles

### **3. Marketing and Communication**

#### **Goal**

Maintain the presence of and continued communication of relevant information in a timely and efficient manner across all AFPWM platforms

#### **Responsibility**

Communications Chair and committee

#### **Action steps**

- a. Create chain of command for approvals
- b. Establish deadlines and adherence amongst board members
- c. Establish reasonable responsibilities and receive buy-in from AFPWM Board.
- d. Aim for one e-newsletter each month, and no more than two eblasts each month.
- e. Strengthen relationship and branding through Scott Allen Creative, including active promotion of AFPWM as credible experts in areas of philanthropy and nonprofits
- f. Incorporate IDEA principles

## **4. Board and Committee Development**

### **Goal**

Recruit members from areas outside of Grand Rapids to the Board of Directors and maintain size of the Board, within allowable limits, allowing for co-chairs and leadership development/sustainability.

### **Responsibility**

Nominations Chair and Board Development committee

### **Action steps**

- a. Conduct Board Skills Analysis to determine needed skills in recruitment
- b. Recruit diverse board and committee members representing Kalamazoo/ Battle Creek, Lakeshore, and Traverse City areas
- c. Incorporate IDEA principles
- d. Establish co-chairs for all committees to help with workload and leadership development
- e. Send President and President Elect and to Leadership Academy and President and President Elect to Annual Conference
- f. Monitor strategic plan quarterly to ensure we are meeting all goals

## **5. Financial Stability**

### **Goal**

Maintain adequate cash revenues to cover six months of expenses, secure sponsorships, and steward sponsors well.

### **Responsibility**

Treasurer and finance committee

### **Action steps**

- a. Maintain six months cash on hand
- b. Increase scholarship budget to meet potential demand
- c. Coordinate sponsor stewardship
- d. Transition to new AFPWM Treasurer by 12/31/2021
- e. Incorporate IDEA principles