“Continuing our Journey”

Strategic Planning Committee
Eastern Area Conference
April 22 – 26,2015

Link Gloria Rogers Parker, Chair
Link Diane Harris-Wilson, Co-Chair
Link DeVera Redmond, Eastern Area Chair
Link Glenda Newell-Harris, National President

National Strategic Planning Committee
Eastern Area Members

Gloria Rogers Parker, National Chair (Harbor City (MD)

DeVera Redmond, Eastern Area Chair (Arlington (VA)

Tonya Cantlo-Cockfield (Greater Queens (NY)

Alexis Roberts Colander (New Jersey (NJ)

Why are we doing this?

IMPORTANCE OF A STRATEGIC PLAN

Let's Review:

Why Strategic Planning?



- ***Articulate our vision***
- ***Advance and sustain the six national strategic priorities***
- ***Align chapter performance and monitor results***
- ***Ensure chapters have the information, resources and other support vital to drive results within defined timelines***
- ***Facilitate officer transition***

National Strategic Planning Committee

What We Have Learned

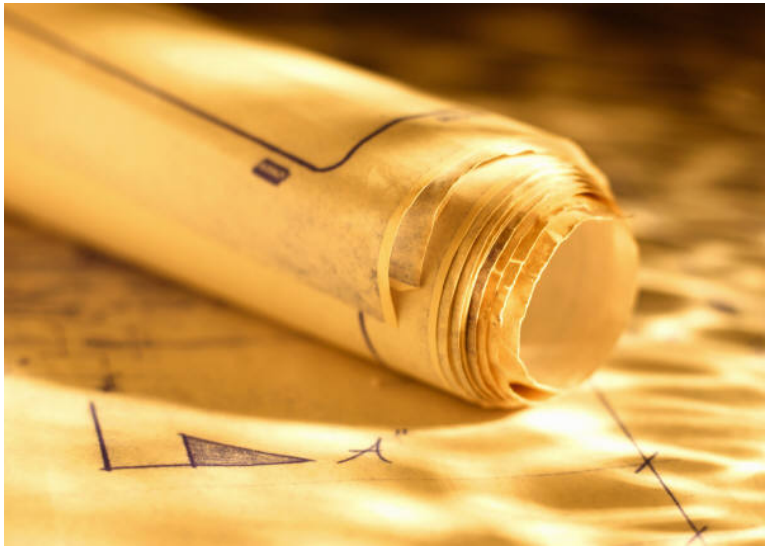
- **Strategic Planning has resulted in streamlined management of goal attainment and accountability within chapters**
- **Process of strategic planning, supporting the six national priorities, has provided the foundation for implementation of the service delivery model for programming**
- **Strategic planning has become the driving force behind transforming the communities we serve**

Transformational Programs

Transformational Programs

- Programs that are not merely an extension or improvement over the past, but programs in which the new level of performance is audacious.
- They call for a new level of innovation and collaboration.
- They excite the people of the organization and unleash their passion and creativity.
- They experience change that is profound, fundamental, and irreversible.
- They experience a metamorphosis
- They excite the community.

Making Your Plan Work for You



Overarching National Goals

1. Deliver and Sustain Transformational Programs

•**Goal 1:** Increase the delivery of transformational programming across Linkdom as evidenced by 50% of all chapters documenting key elements, and measurable and impactful outcomes for implementation of at least one sustainable transformational program, by 2016.

•**Goal 2:** Increase the number of Links chapters to 210 or 75% who are engaged in programs addressing the physical, emotional and/or mental health and well-being of children, families and communities, by 2016. Increase to 100%, by 2018.

•**Goal 3:** Integrate the new health initiatives into current programs with 20% of chapters by 2015. Increase chapter participation by 50% in 2016 and 75% by 2017.

Overarching Goals

2. Enhanced Member Services and Engagement

•**Goal 1:** Increase intergenerational member satisfaction within the organization by 5% over the baseline as established in recent surveys within 18 months, in order to increase member engagement as reflected on chapter, area and national implemented measures of satisfaction and engagement. (Note - this is not limited to surveys but includes participation in chapter activities, friendship activities, etc.)

•**Goal 2:** Increase retention of members as evidenced by reduction in membership forfeitures and resignations by 2% each year through 2016.

•**Goal 3:** Increase membership numbers in the under 40 demographic by 2% in Program Year 2015, by 3% in Program Year 2016, and by 4% in Program Year 2017.

• **Goal 4:** Increase the number and ability of chapters/members to successfully plan, implement, evaluate and sustain transformational programs, as evidenced by 75% of chapters (210) reporting 50% or more of their members participating in transformational programs by 2016.

Overarching Goals

3. Fund Development and Fiscal Responsibility

Goal 1: (Accountability Audit) Improve fiscal accountability by September 2016, by increasing to 80% the number of chapters that file timely internal and/or external audits.

Goal 2: (Budget) Improve fiscal budgetary accountability by April 2018, by establishing analytical budgetary processes and procedures that result in fiscal cost savings evidenced by a 10% reduction in operational expenditures.

Goal 3: By 2020, increase the foundation endowment to $10 million.

•***Sub-goal 1****: Increase member giving participation rates to 30% (2,000 new givers) by the 2016 National Assembly.*

•***Sub-goal 2****: Raise $5 million for the Vision 2020 Legacy Endowment Fund (averaging $1 million per year over 5 years) from member giving.*

•***Sub-goal 3****: Increase funding from corporate sponsorships, Foundation contributions, grants, chapter fund-raisers & grant-making and other donations to an accumulated total of $5 Million over 5 years.*

•**Goal 4:** Achieve 100% accuracy in foundation revenue reporting by 2016.

Overarching Goals

4. Organizational Assessment and Alignment

Goal 1: Enhance harmony and friendship within chapters across the organization by 2016, as evidenced by at least 80% member satisfaction ratings in chapter surveys.

•**Goal 2:** Increase the skill level of chapters by 2018 with at least 25% of members possessing targeted expertise needed by the chapter (e.g., grant writing skills, accounting, etc.) to more effectively serve our chapters and the communities as evidenced by data from the national survey.

•***Sub-goal 1****: Increase the skill level of chapters by ensuring 10% of the members possess the targeted expertise needed by the chapter by 2016.*

•**Goal 3:** Enhance the operations and business effectiveness of chapters by 2016 such that 95% of all members demonstrate knowledge and understanding of policies and procedures for conducting chapter business as evidenced by responses to the national survey.

Overarching Goals

5. Leadership Development

•**Goal 1:** Increase by 25% the pool of prepared, visionary leaders ready to serve The Links, Incorporated over the current baseline which is established by the most recent survey.

6. Promote Links Brand

•**Goal 1**: Increase the community's knowledge, perception, and awareness of The Links Incorporated's high standards of performance, responsiveness, and accountability as evidenced by a 50% increase in corporate and strategic partnerships by the year end 2016.

United in Linkdom:
Fluid Communication and Exchange



Do your chapter goals and action plans align with the six national priorities?

- ***Deliver and sustain transformation programs***
- ***Enhanced member services and engagement***
- ***Fund development and fiscal responsibility***
- ***Organizational assessment and alignment***
- ***Leadership development***
- ***Promote Links brand***

We are NOT starting over!!!

Integration of New Initiatives

- ***Our goal is to integrate the national focus on healthcare into the work we are projecting to accomplish in the communities we serve***

- ***Find ways to introduce our new health initiatives into programming. Example: If your chapter is working with teenagers on STEM, how would you find a way to introduce the topic of HIV to this body of students during the program year?***

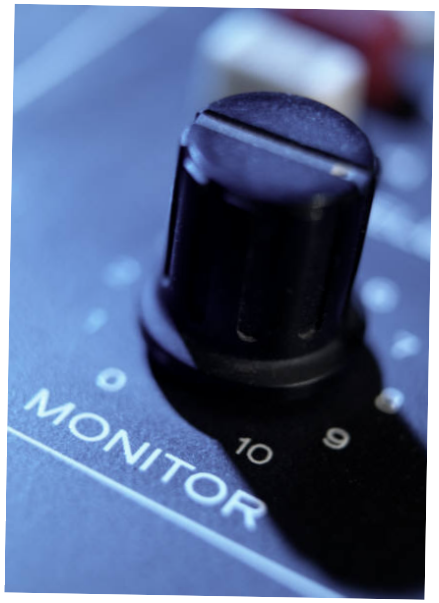
- ***Discuss various examples***

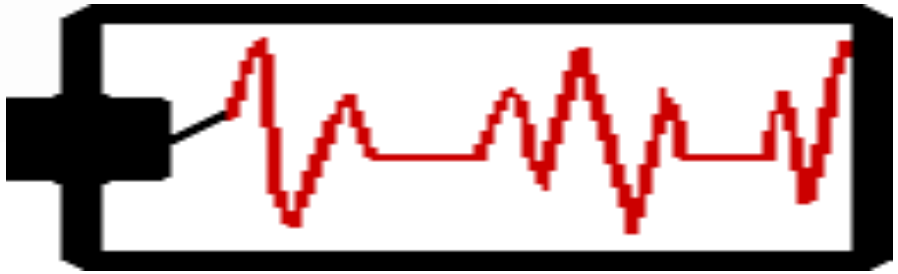
How do you make your strategic plan work for you?

- You are in control of your strategic plan



- Monitor your Plan





MAKE THE PLAN A LIVING/WORKING GUIDING DOCUMENT

Your Road Map:
Integrating the Plan into the overall management of the Chapter's operation



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Integrating the Plan into the overall management of the Chapter's operation

- ☑ The Strategic planning committee chair is a member of the Chapter's executive committee
- ☑ Maintain an active Strategic Planning Committee:
  - Include the President, Vice President of Membership and the Vice President of Programs on the Strategic Planning Committee
- ☑ The Strategic planning committee chair is on the chapter agenda to report the progress of strategic planning at each chapter meeting

Incorporate the Strategic Plan into Chapter By-Laws

- **Clearly define the role of the Strategic Planning Committee and membership**
- **Include in By-laws, and Ethics and Standards document to emphasize the importance to the Chapter**



New Members Orientation



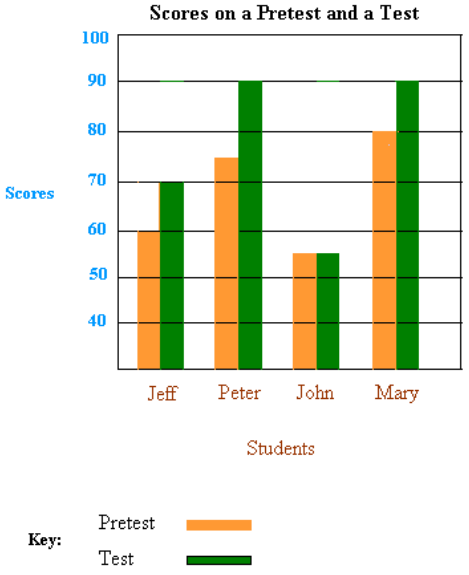
- Review the role of Strategic Planning on a Chapter, Area, and National level
  - Alignment with National Priorities
- Review the current plan including goals, progress, and accomplishments.
  - This will give new members a thorough understanding of the chapter

Up front training will ensure Strategic Planning is embraced.

Evaluating Your Strategic Plan

Is Our Plan Working?

Are We Achieving Our Goals?



Begin with your SMART Goals

- Review goals to determine what to evaluate
- What kind of assessments are needed?
  - Qualitative Assessment
  - Quantitative Assessment
  - Critical Incident Reports
- Use results to adjust methodologies or to refine goals
- Evaluation supports reporting to National and communicating with partners

STRATEGIC PLANNING TRACKING SYSTEM

- We utilize a tool called ProofPoint to track our goals and progress towards achieving the goals
- Each Chapter has One ID for the tracking system; this ID must be passed from one administration to the other
- The tracking system should be updated by the chapter strategic planning chair each month or at anytime that there are changes, including achievement of goals
- The National Strategic Planning Committee will retrieve information from the tool for reports to the Executive Council and to the National President for use in promoting the progress and successes of the Links Incorporated
- We will conduct a webinar to teach new users how to use the system

Strategic Planning Resources

- The Links, Incorporated Strategic Plan
- Strategic Planning Workshop
- Strategic Planning Cascading Goals Video & Worksheet
- Strategic Planning Toolkit
- Strategic Planning Template
- Strategic Planning Webinars
- Strategic Planning Handbook

Questions and Comments



Thank you for your continuous support !

National Strategic Planning Committee

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