



**Strategic Plan  
2019-2021**

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## Introduction

The board of directors for Apra began developing this strategic plan during a strategy session August 6, 2018, and finalized the plan in March 2019. The plan provides a roadmap through 2021 that creates focus in order to align Apra resources for maximum impact and accelerated growth. This plan aligns with the board's stated goal of shifting Apra from being a strong, steady, reliable sedan to a rocket ship driving additional value for members and positively impacting the industry.

The planning group agreed on four strategic goals that will have a significant impact for Apra and position the organization and its members to help lead the next evolution of fundraising by leveraging both the science of data and the arts of interpretation and communication.

The planning group also created outcome statements to focus the organization's work toward these goals. Members of staff subsequently identified short- and mid-term action steps to achieve those goals and objectives based on conversations during and after the strategy session.

## Strategic Plan Definitions

Following are brief definitions for the terms used within this strategic plan document.

**Strategic Goals:** A broad outcome statement based on a critical issue which requires attention, focus and action. It must have significant and meaningful impact on our ability to realize our mission.

**Objectives:** A precise and measurable statement of what will be done to support the achievement of a strategic goal.

**Action Steps:** Specific tasks or projects critical to achieve the objectives and overall strategic goals.

## Apra Strengths

A strong strategic plan is grounded in the organization's mission and vision statements and builds on its inherent strengths. The planning group identified Apra's current strengths as:

- Dedicated, hard-working, passionate volunteers
- A growing profession (market growth)
- An open and sharing community
- Ability to create highly-valued educational programming and resources

**Operating Culture**

The Apra board felt it important to reinforce a renewed commitment to building and sustaining a culture of innovative thinking, risk-taking and aspirational growth. Words the board identified to help define the behaviors that will enable this new culture are:

Creative  
Bold Open-minded  
Opportunistic  
Decisive Nimble

**Future Planning Process**

In order for Apra to stay focused on its strategic goals, the board must work with staff to monitor progress towards achieving these objectives, and adjust the plan based on changes to the environment or barriers to success. A quarterly dashboard to monitor progress, and an annual strategy session to develop new action items and ensure the plan remains relevant, are our recommended best practices.

**Apra 2019-2021 Strategic Goals and Objectives**

**Strategic Goal 1: Understanding of Impact**

Apra will influence the fundraising industry to understand the strategic impact Apra members have within their organizations, and the role they play in providing business intelligence.

**Strategic Goal 2: Industry Collaboration**

Apra will drive collaboration amongst industry partners to enable a holistic system for fundraising effectiveness.

**Strategic Goal 3: Education**

Apra will provide educational offerings that recognize multiple career paths for subject matter expertise and leadership.

**Strategic Goal 4: Diversity and Inclusion**

Apra will provide leadership on diversity and inclusion in the profession.

### Strategic Goal 1: Understanding of Impact

Apra will influence the fundraising industry to understand the strategic impact Apra members have within their organizations, and the role they play in providing business intelligence.

**Objective 1:**

Create a universal understanding, within fundraising, of the definition and strategic role of prospect development.

**Objective 2:**

Drive broad acknowledgement that prospect development professionals contribute to strategy as evidenced by regular inclusion in strategic conversations.

**Objective 3:**

Enable a shift in where prospect development fits within the organizational structure by educating organizational leaders responsible for fundraising about the strategic contributions prospect development professionals make.

**Objective 4:**

Position Apra as a thought-leader in fundraising to be seen as a peer organization, as evidenced by additional inquiries for information and education from across the industry.

## Strategic Goal 2: Industry Collaboration

Apra will drive collaboration amongst industry partners to enable a holistic system for fundraising effectiveness.

### Objective 1:

Further Apra's advocacy initiatives by positioning Apra to lead industry conversation and provide thought leadership content with the greater fundraising community.

### Objective 2:

Define and prioritize strategic partnership opportunities with related organizations and events and clearly state desired outcomes of each partnership.

### Objective 3:

Engage with leading prospect development professionals to keep them active in our association and showcase the impact of our profession throughout the industry.

### Strategic Goal 3: Education

Apra will provide educational offerings that recognize multiple career paths for subject matter expertise and leadership.

**Objective 1:**

Define and prioritize Apra's education audiences by the end of 2019.

**Objective 2:**

Explore whether Apra should provide credentialing to prospect development professionals and make a decision regarding building a credentialing program.

**Objective 3:**

Position members for future success and attract new members by further defining and building a robust curriculum within Apra for growing and emerging fields, including updating the Body of Knowledge.

**Objective 4:**

Outline the ways Apra supports achievement of members' career aspirations by clearly defining career road maps for those desiring to become subject matter experts as well as those choosing to pursue a leadership path.

### Strategic Goal 4: Diversity and Inclusion

Apra will provide leadership on diversity and inclusion in the profession.

**Objective 1:**

Develop and deploy a diversity framework in governance and programming.

**Objective 2:**

Create and promote Apra's Diversity and Inclusion Statement.

**Objective 3:**

Identify and address the needs of diversity of Apra membership.

**Objective 4:**

Highlight diversity and inclusion efforts with other industry organizations.

**Objective 5:**

Evaluate opportunities to increase inclusivity and accessibility in Apra channels and activities, and review for alignment with Apra's Statement of Inclusion Principles.