

Strategic Plan Proposal to the Board, January 2018

Prepared by Long Range Planning Committee based on Board Retreat, October 25, 2017

A Board retreat was held on October 25 for the purpose of involving the Board in long range planning with the goal of writing a new strategic plan. Time was given to celebrating the items from the 2015 strategic plan that had been completed, and to identifying the two strategic issues that remained unaddressed—namely volunteer recruitment and stability vs. growth.

The afternoon session then focused on where we would like to go in the next three to five years:

- 1) *What does A.L.L. do best? What are its main values?*
- 2) *Where does A.L.L. want to go from here? What does the organization want to accomplish?*
- 3) *What needs to happen so that the organization continues to be successful? How will overall performance be measured?*
- 4) *What additional resources might the organization need?*

The Long Range Planning Committee then took all the notes and minutes from the retreat with the intent of writing a strategic plan that would set out actions for the next year to complete the work of the 2015 plan. However, as we worked to do that task, what emerged was the reality that the sessions blended together, and that volunteer recruitment and the growth/stability question permeated all parts of the organization. It was concluded that the two unfinished issues could not be addressed in one year, so instead we are proposing a new three-year plan. What are the critical issues that emerged from the retreat that are a part of stability vs. change and volunteerism?

- *Explore the overall governing structure of A.L.L., including*
 - *The makeup of the Board*
 - *Identification of skill-based positions on the Board*
 - *Discussion and consideration of the requirement that operating committee chairs must be Board members—are there better options?*
 - *Length of service on the Board*
- *Develop a specified plan of operation for each operating committee that enables them to meet their goals and the goals of the organization.*
- *Clarify the responsibilities associated with all positions whether at an individual, a task force, or a committee level.*
- *Increase diversity throughout the organizational structure and its membership.*

Four themes dominated the solutions offered to these issues—they revolved around organizational structure, maintaining high quality classes and coordinators, increasing volunteer recruitment, and addressing membership levels. Within that there was recognition of the need of increased diversity among members to enrich our organization and its offerings.

Strategic Vision Statement:

An organizational structure that offers a diversity of classes and social events that enables recruitment of new members from a diverse population while keeping current members engaged and intellectually stimulated.

Strategic Issue: Improve the Recruitment and Use of Volunteers to Enhance and Strengthen the Organization and to Maintain our Membership at its Present Level.

Year of work	Strategies	Champion and Team	Action Plans	Financial Costs	Process Outcomes and Final Outcomes
BOARD —Goal is to recruit a skilled Board with specific role knowledge.					
Year 1	Develop a written recruitment plan for Board Members: - Recruit candidates; - provide an orientation; - do succession planning of board membership as well as for the organization as a whole	Board or Board subcommittees	Prepare job descriptions that identify skills and workload of each position on Board. Determine best method of selecting board members. Consider and evaluate possible changes in organizational structure of Board to improve Board recruitment, i.e., term length, re-election to one more term, requirement of Board members to chair operational committees.		Written Board recruitment plan is approved by Board.
Year 2		Board, Policies and Procedure Committee	Review and change bylaws, policies and procedures as needed to accommodate changes	Legal fees	Revised policies and procedures, bylaws are approved
Year 3		Board, nominating committee	Recruit new Board members based on plan developed in Year 1		New board members have needed skills and understand workload prior to selection.

Coordinators—Goal is to develop a formalized plan for recruitment, support, and retention of high-quality **coordinators**.

Year 1	Develop a written plan to - Recruit; - support and retain high-quality coordinators; and - secure and maintain class space to accommodate need.	Curriculum committee and Long range planning committee	Measure level of satisfaction of members with range of courses that are offered and quality of classes taken. Write plan using results of survey to inform it. Modify governance documents as needed to accommodate changes.	Cost of accessed space. Cost of conducting survey.	Written coordinator recruitment plan approved by Board.
Years 2, 3	Reach out to coordinators, potential coordinators, and the community to implement plan developed.	Curriculum Committee Board, curriculum committee, coordinators, ALL members	Possible actions to be included in plan (as suggested at retreat): Poll current coordinators to see if there are additional courses they would be interested in teaching Continue to identify members in classes who may be potential coordinators. Identify other Cape organizations that might have information or resources that could be tapped for potential classes Plan workshops or phone or in-		Increase in number of high quality coordinators that are recruited/retained. Variety of classes offered is stimulating and interesting to membership. Level of satisfaction of members with range of courses offered and quality of classes taken is

			person assistance for anyone who is interested in coordinating Continue to explore new, cutting edge topics for classes. Review current bylaws and policies and procedures and make recommendations for needed changes.		improved (or high). Number of six-week units (whether 12 or 6 week classes) of classes offered does not decline, instead it remains stable or increases.
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Volunteers—Goal is to develop a formalized plan for recruitment, support, and retention of volunteers

Year 1	Develop a written plan for • an ideal number of volunteers/skill sets needed for each committee; • continual recruitment of volunteers; and • all operational committees in the organization.	Board and current committees Board, committee chairs Board	Possible actions to be included in plan (as suggested at Board retreat): Include listing of committees with description of needed skills on registration forms allowing members to self-select. (Committee chairs should contact these folks even if there is not a current opening to keep them engaged and to have bullpen ready for when needed.) Identify short term assignments to include more members as	Volunteer recruitment plan approved by Board.
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				volunteers Suggestion--Assign new members each term to current member in order to initiate relationship/sense of belonging from the initial enrollment Identify other organizations on the Cape that might be able to "loan folks" for specific task groups			
Year 2				Assign responsibilities for implementing volunteer recruitment plans Revise by-laws, policies and procedures as needed. Plan is revised as needed.			Plans are implemented.
Year 3							Number of volunteers recruited fills the needs of the organization as identified in plan.

Membership—Goal is to develop a formalized marketing/communications plan.... for the recruitment, support, and retention of new members.

Year 1	Reconstitute the Membership Committee	Board and reconstituted Membership	Develop formal marketing plan (including social media presence) for specific recruitment of	Consider organizational costs of	Marketing /communications plan approved by
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	Define what the goal of a more diverse membership means and how it could be facilitated. Estimate amount of new members needed to retain stable population size. Solicit members with marketing, on-line presence experience to develop a marketing plan to recruit a new and diverse population of members and/or organizational presence. Expand the communications committee to include members skilled in marketing and technology	Committee	additional diverse membership Possible actions to be included in plan (as suggested at Board retreat): Identify gaps in current programming that might bring in new members – i.e., explore the possibility of events co-sponsored by A.L.L. with Arts organizations, Woods Hole, Health etc. Offer new and cutting edge topics in special events that may lead to new course offerings. Identify within organization, which committee or positions are	including a more diverse population.	Board.
Year 2	Membership Committee implements recruitment plan by working with existing organizational structure.		Responsible for continual recruitment of a new and diverse population of members. Define new positions, if needed, to continue to implement membership plan. Review current bylaws and policies/procedures and modify as needed. Work with identified persons/committees to implement		Evidence of an active recruitment process beginning to occur.

				recruitment plan.			
Year 3	Membership Committee continues work.	.				Membership trend lines stabilize. Diversity of membership significantly increases, and fits diversity definition in plan.	