



# Strategic Plan

*Since 1960, the Association of Fundraising Professionals (AFP) has been the standard-bearer for professionalism in fundraising. Today, AFP serves nearly 30,000 members and the broader fundraising community in a myriad of ways, helping charities and fundraisers create even more impact around the world.*





## Vision

To stimulate a world of generosity and positive social good through fundraising best practice.



## Mission

AFP empowers individuals and organizations to practice ethical fundraising through professional education, networking, research, and advocacy. As part of the global AFP network, the AFP Greater Austin Chapter facilitates ethical and effective fundraising in Central Texas.



## Strategic Roadmap

AFP has identified strategic pathways that, on their own, contribute to delivering value to our membership. Together, these pathways form a roadmap to further differentiate, distinguish and elevate AFP – today, tomorrow and into the next decade.

### *These pathways are:*

- **PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)**
- **PROVIDE RELEVANT AND HIGH-QUALITY FUNDRAISING EDUCATION**
- **INCREASE CAPACITY AND STRENGTHEN COMMUNITY**
- **CHAMPION ETHICAL FUNDRAISING PRACTICES**

By promoting environments that are inclusive, diverse, and equitable, and that expand access to the world of fundraising for historically under-represented groups; by equipping our members with high-quality fundraising education; by increasing capacity and strengthening connections between chapters and members; by positioning members to be influential leaders and advocates for the causes, organizations, and communities they serve; and by upholding ethics as a core pillar of what it means to be a fundraiser...AFP members will actively advance social good and create impact that changes the world.

In partnership with AFP Global, the AFP Greater Austin Chapter developed the enclosed landmarks and milestones to guide our local journey along these strategic pathways.

## PROMOTE INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)



### Destination

We envision a future where: AFP and its members understand the business and social value that IDEA brings to delivering on our impact; at its essence, the ongoing awareness of IDEA's business and social value fosters inclusive behaviors, practices, and environments that become embedded in everything the association touches; and fundraising becomes a professional destination for diverse voices.



### Landmarks & Milestones

Locally, we rely on the following landmarks and milestones as broad-based goals throughout our journey:

- Establish and implement a transparent IDEA action plan across diverse sectors of AFP Greater Austin Chapter (AFPGAC)
- Invest resources to guide and expand AFPGAC through process and practice with a focus in equity, inclusion, and belonging;
- Create an inclusive and accessible environment for AFP members and non-members who have not historically been represented in the fundraising profession and philanthropy;
- Establish effective relationships with external partners who broaden our access to diverse voices and help create the change we want to see in the profession.



## PROVIDE RELEVANT AND HIGH-QUALITY FUNDRAISING EDUCATION



### Destination

We envision that all AFP members will have access to a tailored fundraising education experience that meets them where they are and, equally important, where they are going. Ultimately, we will promote the message that all fundraisers can find ways to demonstrate leadership, no matter their title or their role in their organization.



### Landmarks & Milestones

Locally, we rely on the following landmarks and milestones as broad-based goals throughout our journey:

- Increase the accessibility and inclusive hospitality of professional development opportunities available to members who have limited access to quality education offerings or who lack the resources to participate in large (in-person) AFP gatherings;
- Offer diverse programs and content that is accessible and welcoming to meet a variety of learning styles and professional experience levels of members and non-members alike;
- Assess, create, and deliver content and best practices on timely issues impacting the non-profit sector.



## INCREASE CAPACITY AND STRENGTHEN COMMUNITY



### Destination

We envision a moment in the future when: 1) AFP meets our members where they are, with resources they need, when they need them, while generating sustainable and comprehensive sources of revenue; 2) AFP chapters and members are engaged and committed to growth and expansion of AFP; and 3) AFP chapters and members are leveraged to nurture and expand relationships that transform their organizations and the communities they serve.



### Landmarks & Milestones

Locally, we rely on the following landmarks and milestones as broad-based goals throughout our journey:

- Amplify the global network of fundraisers and resources available to members;
- Create and implement a proactive welcoming and open culture for diversified AFPGAC constituencies (i.e. members, non-members, speakers);
- Strike organizational task force to build a systematic approach to mobilizing current donors and to assess a more diversified funding model and relationship management process;
- Harness the strength of committees and volunteer opportunities to build capacity and leadership pipeline for members and non-members alike;



## CHAMPION ETHICAL FUNDRAISING PRACTICES



### Destination

We envision the moment when the importance of adhering to ethical fundraising practices is a notion that is embraced widely around the world; when AFP members are consistently in positions where they can effectively champion the importance of running ethical and credible organizations; where AFP is seen by non-profit organizations as the key resource for the professional development of ethical leaders in fundraising and beyond; and when AFP's Code of Ethics continues to be a key differentiator for the Association, serving to strengthen fundraising and increase public trust in charitable giving.



### Landmarks & Milestones

Locally, we rely on the following landmarks and milestones as broad-based goals throughout our journey:

- Establish AFP as a go-to resource across the fundraising and philanthropic sector for ethical principles and practices and raise the profile of ethics during the month of October;
- Proactively publish and share positive stories that demonstrate ethical behaviors across the fundraising landscape that can serve to enhance the fundraising brand;
- Position AFIGAC as an innovative thought leader, partner, and socially conscious voice for both the philanthropic community and non-profit sector.





## Strategic Planning Committee

Kristin Campbell | Erica Ekwurzel | Heather Henry | Amy Jackson | Nevin Kamath  
Karl Nichols | Melita Noel | Pamela Benson Owens | Jené Shepherd  
Stefania Tafuro | Holly Wissmann

AFP Global Strategic Planning Partner: Derek Mulhern, Chief of Staff

## Special thanks to the many individuals who contributed to the development of this strategic plan

Deirdre Anderson | Suzanne Anderson | Paulina Artieda | Bria Moore | Robin Bradford  
Sally Blue | Chris Bugbee | Lucinda Cassidy | Jina Chung Lim | Joel Coffman | Christina Collazo  
Catherine Covington | Lyndsey Crawford | Delores M. Crum | Chelsea Dean-Martinez  
Michelle DeGrate | Estevan Delgado | Andrew Donilon | Rachel Elder | Ally Fiebig | Samantha Foss  
Emily Franke | Sherri Goodman | Catherine Herter Ervin | Jill Gonzalez | Janeile Johnson  
Ami Kane | Karen Kegg | Taylor Kidd | Beth Krueger | Adrienne Longenecker | Rachel Mallernee  
Courtney Manuel | Mikayla Mutscher | Mike Nellis | Angela Osborne | Heather Parsons  
Gregory Perrin | Moira Porter | Tiffany Ritter | Llyas Salahud-din | Missy Strittmatter | Debbie Tate  
Allie Townshend Peña | Chris Tyson | Madge Vasquez | Michelle Vryn | Suhailah Waheed  
Ciyadh Wells | Megan Woodburn | Lourdes G Zuniga

