



Dear Fellow APRA Member:

On behalf of the Board of Directors, I invite your feedback to the APRA Strategic Plan. We are pleased to make it available to APRA members for review and comment in a spirit of collaboration to ensure that we guide APRA to best meet the needs of members now and in the future.

Like campaign planning, strategic planning starts with research. Since the fall of 2005, we considered different variables about our environment, including our demographics, geography, economic and financial considerations, technology, culture, regulations, and current strengths and weaknesses of the organization. From that, we identified opportunities. Then, we examined our core values and purpose to determine how to move forward while maintaining APRA's mission.

As we mapped out this strategic plan, we hit a core that resonates so much in all that we do as development professionals and within APRA – building relationships and reaching out to our members, chapters, the development community and one another.

With our strategic plan as a roadmap and a fully dedicated staff to help us carry out our initiatives, APRA is primed and ready to support our members and chapters and to reach out in the fundraising and philanthropic community. Our board is now positioned to “look up” and provide strategic vision and to build out the objectives that will help us achieve our goals in the future.

- Goal 1: Establishing, maintaining and promoting professional and ethical standards.
- Goal 2: Providing superior educational resources and opportunities.
- Goal 3: Expanding membership and member services.
- Goal 4: Strengthening communications and marketing to members and external constituents.
- Goal 5: Creating effective partnerships with chapters and other organizations.
- Goal 6: Improving governance and management operations and strengthening our financial base.

As our members, your feedback is critical to our success, so I encourage every one of you to offer suggestions and insights that will help us further refine and implement our strategic goals. Please direct your feedback, questions and suggestions to APRA Executive Director Julie Sutter at jsutter@APRAhome.org by October 6.

All the best,

Pamela Poland
President



APRA Strategic Plan

***Approved by the APRA Board of Directors
August 6, 2006***

Priority Core Values for APRA

- ❑ **Ethics and Integrity**
- ❑ **Visionary Leadership**
- ❑ **Creativity and Innovation**
- ❑ **Focus on Results and Creating Value**
- ❑ **Commitment to Excellence**
- ❑ **Inclusiveness and Diversity**

APRA Guiding Core Purpose

“The promotion of advancement research and relationship management.”

APRA Longer Range Vision

APRA will be a global leader and strategic partner in philanthropy, contributing to the success of its members, the non-profit community and other constituents.

APRA Mission

As the premier organization for advancement research and relationship management, APRA's mission is to promote the value and impact of its members by:

- 1) Establishing, maintaining and promoting professional and ethical standards.**
- 2) Providing superior educational resources and opportunities.**
- 3) Expanding membership and member services.**
- 4) Strengthening communications and marketing to members and external constituents.**
- 5) Creating effective partnerships with Chapters and other organizations.**
- 6) Improving governance and management operations and strengthening our financial base.**

Goal #1: Establishing, Maintaining and Promoting Professional and Ethical Standards*

- ❑ Objective 1: Maintain, monitor, communicate and advocate APRA's professional and ethical standards to the fundraising community.**
- ❑ Objective 2: Develop and promote the APRA *Skills Sets*.**
- ❑ Objective 3: Examine the profession's need for improved or additional standards such as certification, credentialing, etc.**

*Objectives Listed in Priority Order Throughout Each Goal

Goal #2: Providing Superior Educational Resources and Opportunities

- ❑ Objective 1: Sustain and enhance the quality and value of our core educational programs.**
- ❑ Objective 2: Explore new delivery options for educational programs.**

Goal #3: Expanding Membership and Member Services.

- ❑ **Objective 1: Develop a viable membership recruitment, retention and administration program.**
- ❑ **Objective 2: Review and revise membership categories as appropriate.**
- ❑ **Objective 3: Enhance membership experience, benefits and services.**

Goal #4: Strengthening Communications and Marketing to Members and External Constituents.

- ❑ Objective 1: Develop a strong, integrated and comprehensive marketing and communications plan.**
- ❑ Objective 2: Harness cutting-edge technologies to deliver relevant information strategically.**

Goal #5: Creating Effective Partnerships with Chapters and Other Organizations.

- ❑ Objective 1: Develop closer relationships with APRA Chapters.**
- ❑ Objective 2: Identify priority organizations and encourage relationship building both locally and nationally.**

Goal #6: Improving Governance and Management Operations and Strengthening Our Financial Base

- ❑ Objective 1: Assess, identify and implement new management structure.**
- ❑ Objective 2: Reexamine and establish an effective governance structure in alignment with the updated strategic plan.**
- ❑ Objective 3: Create and implement a plan to diversify revenue sources.**

Bubble Up Issues

Issues for Continued Discussion and Examination

- ❑ **Chapters**
- ❑ **Expanding Scope**
 - **Certification**
- ❑ **Branding**
- ❑ **Partnering and Advocacy**
- ❑ **Value Beyond Education**
- ❑ **Governance and Infrastructure**

Final Steps For Completion

- ❑ **Tactical Initiatives**
- ❑ **Metric Plan Evaluation**
- ❑ **Business Plan / Work Plan**