

# Strategic Plan

**2024-2027**

## Strategic Direction

We cultivate LGBTQ leaders who use their multiple identities and perspectives to help higher education meet and exceed the needs of today's students.

## Strategic Drivers

1. Membership
2. Programming
3. Sustainability
4. Reputation & Influence Building

## Measurable goals

Base year=2024

# Membership

## Membership, Individuals & Institutions

1. Double the number of individual members from 100 to 200
2. Improve the retention rate of individual members (from 84% to 90%)
3. Increase the number of institutional members (from 37 to 45)
4. Improve the retention rate of institutional members (86% Jan-June 2024)

# Membership

## Action Steps

1. Establish tiered system for individual memberships based on best practices of similar organizations, e.g. HACU, MLA
2. Develop a streamlined process to manage designees of institutional memberships
3. Develop a streamlined process to manage institutional members
4. Evaluate members' perception of ROI on individual and/or institutional memberships
5. Develop a membership recruitment/retention plan
6. Develop a fee structure for programs and membership

# Programming

1. Institute: increase attendance by 15% over three years

## Action Steps

1. Focus on both individual attendance and president and chancellor attendance
2. Move from a strictly institute model to a blended conference/institute model
3. Be intentional about engaging non-Board Member presidents in programming/presenting
4. Number of sessions should be determined by average attendance to ensure sessions vitality

## Programming (continued)

1. Webinars: increase offerings from 6 to 12 over three years

### Action steps:

1. Expand from topical to include career advancement (So you what to be a Dean/Provost/President)
2. Look at institutions who are rated on the Pride Index and market to them as a means of increasing LGBTQ programming to improve ratings
3. Look at US and News world report diversity lists and market to them as a means of increasing diversity programming
4. Develop plug and play programming that could sold as a package to institutions.

## Programming (continued)

3. Mentoring: double mentoring opportunities over 3 years

Action steps:

1. Formalize mentoring programming to provide a continuum of care—regular one-on-one check-in and cohort check-ins
2. Measure career advancement of mentees
3. Develop a group of LGBTQ Executive Coaches to work with presidents and chancellors



# Sustainability

1. Increase annual income by 10-20% per year
2. Increase net operating income from 3% to 10% by end of year 3

## Action Steps

1. Examine membership fee structure and raise prices: individual and institutional
2. Create and enact an advancement/fundraising strategy that covers individual gifts and corporate partnership
3. Establish planned giving (legacy giving) by end of year 3.
4. Create and enact a strong communication plan to promote membership, programs, and services

# Reputation and Influence Building

Develop and execute 10 RIB activities per year, increasing by 25% per year

## Action Steps

1. Establish an External Communication and Partnership Committee
2. Identify a target audience(s) map (4-5) and determine possible RIB activities that meet their needs
3. Create annual calendar of opportunities and activities for members to act on
4. Evaluate impact on engagement, attendance, membership, and retention (e.g., web traffic, social media, prospect funnel, include in bios)

Organizational First Cousin(s): Program Committee