

ARNOVA Strategic Plan 2017-2021

Approved at the ARNOVA Board Retreat, May 2017, Indianapolis, Indiana

The Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) is a diverse community of scholars, educators, and practice leaders that strengthens the field of nonprofit and philanthropic research in order to improve civil society and human life.

Values

Member-Driven: Welcoming, supportive, developmental, collegial, interdisciplinary, diverse and inclusive, responsive

Field-building: Connecting research to practice, legitimizer for field, translational, influential, growing the field, innovative, relevant

High Integrity: high quality research and services, promoting creativity, learning organization, sustainable, role model, accountable

Strategic Priorities



Goals for Priorities



Strategy Phases and Targets

Enhance value of member experience while growing membership	
Grow membership numbers and diversity	
In progress	To be started
Develop regional groups to facilitate recruitment and retention of members	Revise membership fees and categories
Develop additional student-based and post-doc programs to support a pipeline of future members	Launch mentor program for new/junior/under-represented members with long term/senior members to encourage retention
Have initiatives involving special invitations and funding to encourage targeted audiences to attend events, apply for research awards, and become members	Engage in marketing to raise awareness of member benefits and encourage membership growth, with special attention to attracting new members from under-represented and international groups
Enrich organizational culture and positive member experience	
In progress	To be started
Enhance online presence and website to enhance opportunities for member networking and use of social media	Consider innovative and effective ways for members engagement in the conference
Encourage diversity and inclusion in members' leadership roles and staffing	Increase meaningful volunteer opportunities for members
Empower and fund sections and interest groups to do more programming and collaborate	Increase internal and external recognition of members for their involvement in ARNOVA
Celebrate diversity, for example by institutionalizing diversity grants program	Pursue diversity initiatives by the Board, Sections and other member groups to build awareness and ensure practice enriches us and relates to our mission.
Enhance service portfolio (offerings and benefits)	
In progress	To be started
Create more research-based funding awards through ARNOVA	Develop an undergraduate and masters level research component for the conference
Encourage sections and interest groups to host webinars and online or regional meetings	Institute a research to practice symposium that can attract an audience both in North America and globally
Sustain NVSQ's high quality while considering ways to meet demand for more outlets	Partner with institutions both in North America and globally to offer leadership development programs to members
Explore opportunities for research --practice & policy bridges, such as symposia, podcasts, webinars, policy briefs	Use technology to connect members to the conference and other services
Work with partners to offer member benefits: award, publishing, events, grants, scholarships, fellowships, and other opportunities	Find and test additional ways to further leverage tracks and other service features to enhance benefits to members such as feedback on papers

Strategy Phases and Objectives Continued

Expand organizational capacity to fulfill mission and address strategic priorities	
Engage in continuous improvement	
In progress	To be started
Enhance communications to members and access to services through technological advancements and investments	Ensure office facilities and staff resources are maximized for achieving mission and pursuing vision
Seek continuous improvement in conference experience and publications	Use metrics to track recruitment and retention progress and program effectiveness
Update website to enhance navigation and use by members, sections, and committees	Conduct ongoing satisfaction surveys to identify areas for improvement
	Upgrade membership database and update yearly
Demonstrate accountability	
In progress	To be started
Revise and update the policy manual and bylaws	Develop and adhere to business model for growth
Ensure broad access to offerings, while recognizing specialized nature of some services	Develop and implement fundraising case and plan to support member and external engagement
Create efficiencies in financial management processes, ensuring checks and balances	Track performance on key indicators
Implement a code of ethics	
Strengthen strategic human resource management	
In progress	To be started
Implement staffing plan to increase capacity and better leverage talents (with goals, job descriptions, and performance evaluations)	Provide enhanced staff services to facilitate volunteer recruitment and involvement as well as section empowerment
Develop office policies and calendars	Develop a succession plan for executive director
Use internships to provide developmental opportunities for interns and produce work of value to association	Conduct board and other volunteer role assessments and address training and resource needs based on identified performance and motivation issues
Ensure staff support for member contact during business hours	Conduct an HR audit and forecast to identify future staffing capacity and learning needs

Strategy Phases and Objectives Continued

Build external relationships to enhance contributions to knowledge, policy and practice	
Build and strengthen external relationships	
In progress	To be started
Expand relationships with funders to facilitate ARNOVA strategic goals and connections among individuals and organizations, both in North America and globally	Increase ARNOVA's presence and visibility in related fields and disciplines both in North America and globally by coordinating conference booths, panels and workshops, discounted fees, advertising and other arrangements with other organizations
Share research grant award winners' briefs and podcasts with external partners	Develop new formal relationships with primarily practitioner-focused journals and associations that disseminate research in our field both in North America and globally
	Explore applying for observer status NGO at United Nations
	Establish formal agreements with academic associations, research centers, & universities for sponsorships, joint activities, and new initiatives
Leverage relationships to enhance contributions to knowledge, policy and practice	
In progress	To be started
Increase number of regional (international) conferences with external partners or sponsors	Seek opportunities to disseminate research findings published in NVSQ through non-scholarly outlets, respecting author interests and rights
Restart state of the field publications with external sponsors	Offer joint workshops and symposia/special issues with disciplinary societies
Offer opportunities to learn from members with diverse opinions grounded in research	Formally serve as a connector of our members to news outlets, think tanks, and others seeking experts
Work with universities to encourage valuing of our field and involvement in ARNOVA	Offer training to members to support their efforts to be public intellectuals (e.g., media relations)
Advocate for research support, knowledge-based practice and policies, and intellectual exchanges	
In progress	To be started
Facilitate funding and visibility for translational research through partner relationships	Be better known and respected as a scholarly association which has members with relevant expertise
Obtain foundation funding for research in our field	Seek increased government support for research in our field
Defend intellectual freedom and scholarly discourse	Engage in public policy dialogue on issues related to our field
Promote practical and cultural value of research/knowledge creation to multiple audiences	