



STRATEGIC PLAN 2016-2018

Adopted by the Board of Directors, September 24, 2016

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Introduction

The Association for Size Diversity and Health (ASDAH) began with an informal meeting held by Claudia Clark on the Bowling Green campus on May 16, 2003. There were 30 attendees at the initial meeting, and 14 people continued on later that afternoon to brainstorm potential organizational structure, mission and goals, membership criteria and fees, etc. A mission statement was drafted, and the all-volunteer, not-for-profit organization, with members committed to Health at Every Size® principles was formed. The organization obtained independent nonprofit status (501c6) in 2005.

In 2016, we began a Strategic Planning process – a time to look at where we were, where we wanted to be, and how to bridge the two. We spent months with the questions: What are we about? What are we trying to accomplish and for whom? How do we make a meaningful and intentional shift to ensure that ASDAH stays relevant in the future? What are the critical pieces we need to address?

This strategic planning process emerged from our collective commitment to move forward as an organization; by engaging in this process we are committing to a re-evaluation of what works (and what doesn't work) for different people. We could not continue to go along with the status quo. In other words, some things will require us to change, and change is not always easy or comfortable – but it is also exciting.

A note about language: When possible, we are using the word “inclusion” instead of “diversity”. Diversity is about quantity – not shared power. We need diverse voices, but don't want to be checking boxes. Put another way, diversity is when you count the people; inclusion is when the people count. Desiree Adaway and Ericka Hines use this definition of inclusion: “Inclusion authentically brings the perspectives and contributions of all people to the table, equitably distributes power, and incorporates their needs, assets and perspectives into the design and implementation of processes, policies, activities, and decision-making.” (Diversity Is An Asset Workbook, 2016).

Strategic Planning Process

Over the past 7 months, ASDAH conducted its first formal strategic planning process. We invested in hiring a strategic planning consultant, Desiree Adaway (The Adaway Group). Desiree brought her vast experience and expertise in both nonprofit

organizations and in helping organizations have difficult conversations around race, class, and gender. We met with Desiree and in working groups over several months.

We began by talking about what leadership looks like in times of transition, and what a forward thinking board looks like. We agreed that risk taking, transparent communication, flexibility and responsiveness, and building structures and processes that allow us to be a learning organization were top priorities. We also talked about what it means to lead transformational change. This included going out of our comfort zone, having structure while remaining flexible, feedback loops between leadership and membership, building equity into our work, and cultivating willingness to be in discomfort when we make decisions that move ASDAH in a different place from where we've been.

From there, we engaged in data collection. As part of our assessment, we conducted a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis of the organization. We held stakeholder interviews with current members, past members, former Presidents, and other organizations. Big thanks are owed to Jeanette DePatie, Joanne Ikeda, Shelley Bond, Sue Clarahan, Jay Solomon and Angie Taylor for helping to complete these interviews. In addition to these interviews, we sent out a survey to all current members to collect valuable information regarding how we are seen and experienced and what priorities are important to our membership.

All of this work contributed to an in-depth understanding of where ASDAH has been, where we are now, and has informed our direction for the next 2 years. During this time, we consulted with our Advisory Board and used their feedback throughout the process of drafting and rewording our vision and mission. Our Advisory Board consists of 7 people from marginalized communities who were instrumental in advising on how to best build an organization that feels inclusive and accessible to all communities impacted by size/weight stigma. We held firm to the knowledge that inclusion wasn't optional - it was essential – and you'll see this reflected in the Strategic Plan.

A Strategic Plan is a living document – a road map, so to speak. It may adapt along the way as we try things and see how it develops. It does not outline the next 20 steps, just the next few. We will try some things, take feedback, and adjust. We want to be a learning organization that values bringing new ideas and tweaking as we go along.

What follows is a summary of our findings, the resulting roadmap for ASDAH over the next 2 years, and our plan for achieving our goals.

Vision, Mission and Values

The vision and mission of an organization are declarations of who we are and how we do our work.

As part of the strategic planning process, the Leadership Team first examined the current mission of the organization. We felt that the prior mission was outdated and in need of revision. Further, ASDAH had never had a vision statement. We wanted to capture both what brings people to the HAES® model and to ASDAH and expand it in the direction of being more social justice oriented, while being mindful of its message being clear and accessible. We wanted to include the truth that not everyone has equitable access to the resources they self-determine they need. The new mission is an intentional move towards acknowledging inclusiveness and intersectionality. It's not possible to talk about one form of oppression without acknowledging all of the others because they are inextricably intertwined in our culture, in our history, in our society, and on our bodies themselves. We made a decision to move away from using the word "professional", as a certain image comes to mind when we think of who that is.

We also engaged in a process of defining our values for the first time, articulating what we believe and how we want to work as an organization and with each other.

ASDAH's Vision and Mission Statement

VISION:

We envision a world that celebrates bodies of all shapes and sizes, in which body weight is no longer a source of discrimination and where oppressed communities have equal access to the resources and practices that support health and well being.

MISSION:

ASDAH's mission is to partner with service providers, educators and advocates to dismantle weight-centered health policies and practices, ensuring that people who live with multiple forms of oppression are focusing our work.

ASDAH Guiding Values

RESPECT, INTEGRITY, JUSTICE, INCLUSIVENESS

We are committed to:

RESPECT

We define that as:

- Operating from a basis of consideration
- Affirming and celebrating our differences
- Taking personal and organizational responsibility for understanding and being sensitive to different cultures, oppressions, and marginalization
- Taking responsibility and apologizing when we make mistakes, and constantly improving as we move forward
- Seeking not to tolerate our differences but to fully understand, embrace, and affirm them at every level of the organization

We put it into practice by:

- Offering our support and our disagreement with thoughtfulness and sensitivity
- Continually educating ourselves individually and as a group about cultures, oppressions and marginalizations from an intersectional perspective
- Being aware of our own forms of privilege and their effects on our worldview
- Listening to concerns that are brought to us with deep interest and wholehearted contemplation, never belittling or making light of the concerns or those bringing them

We are committed to:

INTEGRITY

We define that as:

- Conducting ourselves and our work with respect for people's dignity
- Committing to ethical behavior in all of our dealings
- Remaining true to our vision, mission, and core values in all of our decisions

We put it into practice by:

- Being up front and truthful in all dealings with each other, our members, and people or groups outside the organization
- Subscribing to the strictest codes of ethics in all of our work

- Truthfully representing the findings and limitations of our research, beliefs, and positions
- Making decisions for the organization based on their adherence to our vision statement, mission statement, and our core values

We are committed to:

JUSTICE

We define that as:

- Using privilege to support and center the voices of those with less privilege
- Creating equality in access to information and opportunities
- Using resources in ways that create fairness and equality

We put it into practice by:

- Using our platform to center the voices of groups that are marginalized within discussions of health and body size
- Using our resources to support demands for justice by these marginalized and oppressed people and groups
- Championing total equality of access to non-biased information, healthcare, food options, and movement options
- Fighting for a world without size-based discrimination or weight bias

We are committed to:

INCLUSIVENESS

We define that as:

- Fostering and celebrating diversity at every level of our organization
- Understanding, respecting, and working from a platform of intersectionality
- Knowing that what we are currently seeing and hearing is not all there is to be seen and heard

We put it into practice by:

- Fostering intersectional representation at every level, every stage, every facet, and every project of the organization
- Continuously asking, “who aren’t we hearing from?”
- Continuously asking, “who are we hearing from too much?”
- Never valuing expediency or improvement for the majority over creating improvement for everyone, including and especially those with the least privilege

Organizational Assessment

Nonprofits move through life cycles: from the start-up phase, to the adolescent phase, to the mature phase, to the renewal stage. ASDAH is bridging the adolescent, or “growing” phase with the mature, or “sustainability” phase. The expected obstacles any nonprofit faces here are: absence of systems, fear that change may alienate members, lack of risk-taking, need to transition to a governance board, and conflict between the old and the new. The opportunities are: sense of accomplishment, new leadership with fresh ideas, and the ability to try something new.¹

Summary of Stakeholder Interviews and Survey responses

The Strategic Planning Committee interviewed a range of stakeholders including members, past members, leaders from other organizations and past presidents. We sent a survey out to all current members with specific questions about their experience with our organization.

We identified the following KEY POINTS from this process:

Strengths: Support, Resources, Education, Anti-racism work, current leadership, commitment to learning, openness and communication

Weaknesses: Lack of diversity, lack of resources, cliquy/ “old guard”, preoccupation with inclusiveness, judgmental/dogmatic/elitism, weak social media presence, lack of engagement from members, and it’s predominately a white middle-class organization.

Opportunities: Opportunity to be a leader by looking at weight stigma as an intersectional issue, challenging white supremacy in health practices, as people are

¹ (Developed by: Speakman Management Consulting, 404-622-1205, www.Speakmanconsulting.com
Adapted from: *The 5 Life Stages of Nonprofits*, Judith Sharken Simon, 2002 and *The Conservation Company*, 1997)

starting to question if obesity prevention programs are useful – could partner with other organizations and help provide talking points.

Threats: Most of our threats were named as being internal. Too much work for just a few people, and a culture that is too polite and conflict avoidant.

Benefits of membership: The main benefits named were being part of a community, and access to resources and information. But it was important to note that many also said that they are members because they support the cause, but don't get much out of it. Others said they didn't renew their membership because they were put off by our focus on intersectionality, or felt the organization was unwelcoming. Some felt the Yahoo discussion group was a benefit, others found it hard to participate in due to "loud voices", "fear of criticism" and feeling like there was a sense of people jockeying for status.

Ideas on things to offer were increased marketing and social media, a members- only area, an on-ramp for new members, member profiles and more accessibility for people with marginalized identities.

Top priorities and critical issues facing ASDAH:

Respondents felt our top priorities should be to: increase membership, have a clear identity and mission, offer more resources, have a diverse leadership, and center inclusion and intersectionality in both ASDAH and the HAES approach.

For much of ASDAH's existence, inclusiveness has not been given priority. We aim to change that. We have begun to take intentional steps and know that this is the beginning and that we will need to ensure that future leadership team members are committed to continuing this work.

Critical issues named were: the divide over intersectionality and if it should be a central focus of HAES work; becoming better resourced in terms of people and money; getting additional funding streams; having a growing and welcoming membership; becoming clear on our mission and identity; involving younger members; communicating real benefits to members; and offering handouts and resources especially for new members.

We sifted through all of the information and asked ourselves hard questions. How can ASDAH be dynamic and able to change? How may the leadership team be contributing

to ASDAH’s environment of feeling unsafe or out of reach for people with marginalized identities? How do we turn around our reputation for being unwelcoming and judgmental? Why are so many people part of the HAES community but not ASDAH? What do we do with the fact that people see our work on inclusiveness as both a strength and a weakness?

We determined that the issues were grouped into 3 main areas: Becoming an inclusive organization with an intersectional understanding of the HAES model, having a growing and engaged membership, and improving the capacity and efficiency of leadership. We spent a lot of time here – it is not enough to say we are inclusive and then not putting anything into action. We will continually look to make sure we are building inclusiveness through every piece of what we doing, not taking it on as something separate at the end.

We know there are many things not addressed or included in this plan. It is our belief that addressing these priorities first is vital to us staying relevant and sustainable. We believe that the next stages include addressing the critiques of the HAES model, including the problems of centering “health”, moving from an all-volunteer “staff” and addressing burnout, and ensuring that our curriculums and materials reflect an intersectional understanding of the HAES paradigm.

Strategy and Priorities

We strove to create a plan that was both realistic and ambitious, and one that lets us move forward with intention. We are very excited to share it with you.

Strategic Priority #1: Ensure that every aspect of ASDAH is culturally inclusive and welcoming to all members.

We know that inclusiveness work is most effective when done continuously. Becoming more inclusive asks us to continually learn, reflect, adapt and evolve. To that end, we understand that these goals and objectives represent the beginning of our process and we will never be “done” with inclusiveness. As we continue, we commit to becoming more skillful and willing to take action to advance inclusiveness.

Goal #1: BUILD AN INTERNAL CULTURE IN ASDAH THAT SUPPORTS INCLUSIVENESS WORK

Objective #1: Engage in trainings and information sharing about inclusiveness, anti-oppression, and liberation strategies

- Hold 2 trainings per year for our membership
- Hold monthly educational sharing sessions (blog/webinar/training) on different aspects of anti-oppression or intersectionality
- Hold at least one annual in-depth training for Leadership and at least one additional training with different facilitators to allow for multiple voices and perspectives
- Develop an online course for new board members to orient them to our social justice orientation prior to serving

Objective #2: Identify the conditions for creating a brave space² and taking intentional actions to create that

- Create a set of Community Agreements that help set the tone for productive and respectful conversations
- Post Agreements on the website and in our community forums and periodically to membership
- Have a moderator skilled to step in and facilitate clarifying conversations
- Survey people anonymously to ask about their experience contributing to conversations on the Yahoo discussion group, and discuss results.
- Set aside 2 hours per month to follow up with people who have left, connecting with the individually
- Hold a “town hall” at least once per year where members can come and discuss topics together

² Rather than trying to create a space where everyone feels safe, we want to create an environment where we are supported in being brave. Learning involves risk, and courage is more important than the illusion of safety. It takes bravery to be vulnerable, to speak our truth, and to be open to others pointing out things outside of our awareness so that can all grow together.

Objective #3: Create an Inclusiveness Committee to help move the vision and mission forward

- Committee will be formed at the time of adoption of this Strategic Plan
- Committee will be comprised of ASDAH members, and may bring in other people based on their annual goals
- Committee will ensure accountability – making sure we aren't bringing in diverse voices without shifting culture towards shared power
- Committee will look at inclusiveness not just from a membership perspective but also relative to the HAES message
- Committee will research and learn from other organizations that have done this work well. (Examples: NOLOSE, URGE, Disability Organizations that are completely accessible)
 - We want to have conversations with leaders in these organizations to learn about the difficult conversations they had in their process of becoming more inclusive and how they got through them
- Will take steps to avoid having those who are more marginalized being the ones doing the teaching and establish feedback systems to ensure that people feel like they're able to bring their points of view to the table

Objective #4: Continue to consult with our paid Advisory Board around inclusiveness, intersectionality and our programs and conferences

- Hold 2 meetings with our Advisory Board in the next fiscal year
- Inclusiveness committee will determine what topics to consult with them about
- Inclusiveness Committee will decide how many meetings per year we should budget for in the future

Objective #5: Create an Anti-Oppression Statement

- Inclusiveness Committee will draft the statement and present for Board approval
- Statement will be placed prominently on the home page of our website

Goal #2: INCREASE THE CAPACITY FOR DIVERSE LEADERSHIP

Objective #1: Identify the communities we want to build relationships with and become allies

- Look at whose voices are missing
- Inclusiveness Committee will select 3 organizations or groups per year to connect with, making sure we are not doing this only in the US
- Explore the possibility of inviting people who are not ASDAH members to serve on the Board

Objective #2: In order to internally support the external recruitment strategies, ASDAH leadership will address the ways in which oppressive practices and structures are built into our work

- President will work with our anti-oppression consultant to bring articles and exercises to the group for discussion. We will engage in regular reflection around how we, as a group, are doing our own work
 - Are we divesting from white supremacy in how we operate
 - Are we ensuring that disabled members can participate in ASDAH by making materials accessible
- Anti-oppression work will be incorporated into each leadership meeting
- Inclusiveness will also be woven into each committee

Goal #3: CREATE A MORE WELCOMING SPACE FOR NEW PEOPLE

We want to be less dogmatic by being open to and making room for new people with diverse perspectives, ideas, places in their HAES journey, and ways of working together. Additionally, we know that many folks come to ASDAH to find community and support for practicing outside of the traditional weight-based paradigm, and there are current members doing that work from a social justice framework that may not be as familiar to everyone.

Objective #1: Develop a welcoming way for orienting new members to our social justice work

- Someone from the Inclusiveness Committee will liaison with the Education and Marketing committee to ensure we are providing trainings and webinars at multiple levels to speak to people at different places in their HAES journeys
- Develop a Glossary with examples of what the terms mean practically in HAES work
- Determine a point person to continually be updating the social justice resources section of our website

Objective #2: Reduce HAES “elitism”

- Have a statement in our Community Agreements about an atmosphere of respect and compassion rather than judgment
- Have guidelines about discussions of intentional weight loss, while allowing room for respectful expression of different perspectives
- Create and post a statement on our website that does not turn away people who have had weight loss surgery
- Create and administer a survey to determine how welcoming members felt the organization was and what conversations they felt like they couldn't have

Objective #3: Explore new structures/community spaces to allow more points of entry to be an engaged member

- Create a Facebook group for ASDAH members only
- Consider options to move from Yahoo discussion group
- Hold quarterly “dine and discuss” meetings about a specific topic with a few board members and membership using Zoom

Goal #4: GROW INTO A FULLY DIVERSE MEMBERSHIP

Objective #1: Become allies with other organizations

- Support other communities focused on social justice whether their work is related to ASDAH or HAES or not. Create solidarity statements when appropriate
 - Make sure we understand the difference between transformational relationships vs. transactional ones³

Objective #2: Prioritize making our materials and meeting spaces accessible

- Hire a consultant to assist us in the diverse needs of the disability community
- Research costs of making our website screen reader accessible
- Add accessibility to Inclusiveness committee and ensure spaces such as the conference are fully accessible (e.g., physical access, ASL interpreters)

Goal #5: AFFIRM AND ARTICULATE AN OPEN DEFINITION OF HEALTH

We must look at other factors that define health before we reach a world where HAES is possible. We acknowledge that there are communities that do not feel like the current HAES principles represent them.

Objective #1: Acknowledge the tension that exists around the current principles and make it public. We need to be accountable to these conversations.

- Where else can we be having these conversations in addition to ASDAH?
- Host a blog series highlighting the voices of those who don't see a version of health that they can see themselves reflected in

³ Transactional relationships are characterized by “what’s in it for me”? Transformational relationships are built on respect and mutuality.

- Where possible (e.g., blogs, talks, definitions), expand the meaning of traditional notions of health to support a more personalized and diverse understanding of health

Objective #2: Work with social media committee to shorten the current HAES Principles Preamble and create links out to longer statement

Strategic Priority #2: ASDAH will have a growing, engaged and diverse membership

Goal #1: ASDAH WILL BE AN ORGANIZATION WITH AN INCLUSIVE AND DIVERSE MEMBERSHIP

Objective #1: Membership committee will work with Inclusiveness committee to further the goal of becoming a membership that is informed by the needs of diverse people

Goal #2: ASDAH WILL INCREASE BENEFITS TO ITS MEMBERS

Objective #1: Increase awareness and functionality of the members' only section of the website to enhance user friendliness and engagement opportunities with existing resources by July 1, 2017

- Confirm Google Analytics account or install one and monitor monthly for changes in usage and engagement with a goal of 25% of membership logging in monthly
- Create a new home page of the member section that highlights new materials and directs to key member features
- Consolidate and reorganize the members-only section of the website to incorporate the resources currently available to non-members that exist on the current ASDAH site
- Send out a monthly email to members highlighting (new) resources in the members' only section
- Develop function to continue adding to and curating resources section (perhaps through our Virtual Assistant or volunteer position)

Objective #2: Provide at least 4 new members-only resources a year

- Invite membership to develop the resources
- Provide resources that members can use with clients
- Provide resources that members can use with students
- Provide resources that members can share with their own lists and social media circles (e.g. infographics)
- Provide webinars and trainings available only to ASDAH members

Goal #3: ASDAH WILL INCREASE MEMBER ENGAGEMENT AS MEASURED BY UTILIZATION OF RESOURCES, VOLUNTEERISM AND DECREASED ATTRITION

Objective #1: Expand ways to facilitate increased member engagement with each other

- Create questions and content to spur conversation on Yahoo discussion group
- Create a Facebook group for ASDAH members only
- Share posts related to intersectionality and pre-designate members ready to step in to help as needed with conversations
- Conduct 2 member interviews and spotlights per quarter to highlight the work being done by ASDAH members
- Create semi-annual survey with questions designed to give us feedback about engagement

Objective #2: Develop new member Onboarding Process

- Create series of 4 weekly automated introductory emails sent when people join
 - Point to specific resources and highlight specific member benefits and valuable educational content
 - Each email will include information about features, social justice issues/resources, other relevant HAES/ASDAH information/education and volunteer engagement opportunities
- Create a mentor system that matches all new members to a longer-term ASDAH member who follows up on their onboarding, volunteerism and

engagement.

- Map out and clearly communicate the steps for this mentor system and what's expected of the longer-term member
- Develop feedback mechanism to collect information from both volunteers and mentors about how this is working

Objective #3: Increase volunteer participation to include 20% of membership

- Implement a project management tool to track projects and volunteers
- Develop a clear process for project management, implementation and evaluation
- Utilize new member onboarding emails to solicit new members for volunteer roles early in their ASDAH membership. Utilize mentor system described in onboarding process to ensure that projects are completed in the context of ASDAH's values and mission
- Follow up with all members who have previously identified as interested in volunteering to provide them with information about specific volunteer opportunities
- Create a volunteer coordinator role to facilitate matching people to projects and ensuring that everyone who wants to be involved is and can be involved

Goal #4: ASDAH WILL INCREASE ITS MEMBERSHIP BY 50% BY JULY 1, 2018 (BASED ON THE TOTAL NUMBER OF MEMBER AS OF 7/1/16)

Objective #1: Redo website homepage

- Modernize aesthetic appeal and layout
- Make it fully accessible
- Center mission and make other key HAES Statements and public facing elements the only available links and materials
- Center membership sign-up and sign-in while highlighting the benefits received in the member-only section on the other side of the login

Objective #2: Increase student membership by 25% as of July 1, 2018 (based on the number of student members as of 7/1/16)

- Compile a directory of HAES-oriented student clubs on college and university campuses

- Create HAES Student Club guidelines with the intent of fostering HAES-positive resources and activities on university/college campuses
- Develop a quick and easy manual to provide direction for students to build a local club that suits their purposes
- Create a student liaison position on the LT whose responsibilities include 1) Providing regular communication to student clubs regarding ASDAH resources, conferences, and benefits of student membership and 2) Sharing students' ideas, needs and activities with the LT
- Facilitate the creation of at least 10 HAES Clubs at colleges and universities by October 2018

Objective #3: Overhaul Membership Fee Structure as of July 1, 2017

- Implement higher base rate
- Implement sliding scale options
- Provide a clear explanation and rationale related to the fee structure changes to the membership 6 months prior to implementation
- Solicit feedback from members about the new fee structure after it has been in place for 10 months
- Change bylaws so that people at all memberships levels can vote

Objective #4: Expand the Social Media Committee to include Marketing

- Promote member benefits externally by starting and responding to conversations about ASDAH and the HAES approach in other Facebook groups and social media channels
- Discuss cross-promotional marketing endeavors with prominent Size Acceptance and HAES members, and how we might put ASDAH Marketing materials on their sites and blogs
- Develop materials and emails (two per year) that we can ask members to share with their lists and social media groups to promote ASDAH and its work
- Develop an ASDAH Badge and/or email footer that members can proudly display on their communications and websites that declares the HAES-oriented nature of their work (perhaps approved HAES experts only)
- Survey members outside of the US to better understand their needs

- Run a membership drive that encourages ASDAH members to recruit a friend, colleague or other professional to ASDAH with a goal of recruiting 50 new members by January 2018
- Develop means of better promoting Education Committee materials to general public by sharing new posts across all of our social media channels, leveraging membership to spread the word, etc
- Sponsor more conferences with a HAES or Size Acceptance focus outside of the US

Objective #5: Decrease attrition to be no more than 10% of total membership annually

- Change renewal process so that the default is automatic renewal
- Enhance the follow up process for lapsed members to include at least one personal outreach, with the goal of having 75% percent of lapsed members re-join within one month
- Send a follow up survey to all members who don't renew after 30 days of lapsing
- Consider lapsed member suggestions as ways to further decrease attrition

Strategic Priority 3: ASDAH will be an efficient, effective, and sustainable organization

Goal 1: ASDAH WILL HAVE A WELL-FUNCTIONING AND SUSTAINABLE LEADERSHIP

Objective #1: Create the conditions that will sustain diverse leadership

- Establish a process to cultivate new board members
- Determine what forms of diversity are missing, the voices we don't hear enough from, and skill sets most needed on the Board at this time and why
- Establish a way to hold ourselves accountable if we do not have increased representation on the board at the end of 2 years
- Develop a comprehensive and meaningful board orientation process

- Utilize exit interviews and incorporate the feedback
- Update job descriptions to ensure that new board members are clear about what's expected and that they accurately reflect the position

Objective #2: Ensure Board is appropriately overseeing the nonprofit and itself

- Set annual board goals at the start of each new fiscal year
- Create a yearly self-evaluation process to monitor performance
- Annually assess where the organization is on the stages of inclusiveness model
- Conduct training in reading balance statements and review financials on a monthly basis
- Review and revise current bylaws
- Formalize financial operations
 - Use a Cloud-based accounting program
 - Create a financial manual outlining procedures
 - Research banking alternatives
- Create institutional memory
 - Utilize cloud-based, team accessed program to document decisions and processes for future board members to review
- Formalize Intellectual Property contracts

Objective #3: Improve administrative capacity to effectively and efficiently support our organization

- Establish a calendar of events for board-related activities
- Annually review committees and adjust based on current needs
- Establish consistent and meaningful reports
- Establish what decisions can be made by the officers or committees and what needs full board approval
- Review term limits of board members to ensure appropriate staggering
- Create a process for choosing committee chairs and set term limits
- Ensure that processes and systems are not dependent on one person
- Establish a plan for hiring a part-time staff person or Executive Director
- Ensure appropriate backup systems
 - Migrate all ASDAH projects and documents to the Cloud
 - Implement a cloud-based project management system

- Make all email accounts tied to function rather than to people
- Review calendar of processes such as nominations, budget approval, etc. and adjust for maximum effectiveness
- Decide how to best house ASDAH materials and supplies

Goal #2: INCREASE VISIBILITY OF ASDAH

Objective #1: Develop robust and relevant social media presence as measured by posts, retweets, likes, etc.

- Develop Communication Strategy
 - Determine what platforms we want to focus on
- Develop social media plan and posting guidelines, style guide and brand voice so that those on the committee know how to speak on behalf of ASDAH
- Develop guidelines for sharing and reposting other content, as well as posts that promote the work of members, including frequency, content, etc.
- Set up metrics to serve as goals

Objective #2: Update website (overlaps with Membership goal)

- Research options and obtain quotes for different phases of modernizing website
- Begin by updating home page
- Add screen-reader accessibility
- Research combining blog site with website

Objective #3: Establish marketing committee
(overlaps with Strategic Priority #2)

- Develop a conference sponsorship strategy and evaluation, including conferences held outside of the US
- See goals and objectives under Strategic Priority #2

Goal #3: ENSURE SUFFICIENT RESOURCES TO SUPPORT THE SUSTAINABILITY OF ASDAH FOR THE FUTURE

Objective #1: Form an ad hoc committee to research alternative funding sources beyond dues

Objective #2: Form an ad hoc committee to research a 501c3 arm of organization

- List pros and cons
- Determine if our mission is applicable to a “public charity”
- Determine if we have the administrative capacity to support it

Objective #3: Develop a volunteer engagement function

- Develop a plan to recruit volunteers for help with projects
- Ensure that projects are meaningful for volunteers and their work is appreciated
- Have an accommodation plan for volunteers with disabilities