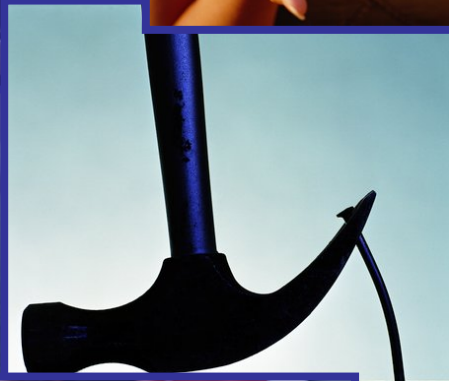




Strategic Transformation Plan
2008



On January 31 and February 1, OSAE board members and selected committee chairs met to discuss a strategic plan for 2008. The foundation for the planning session is based on the belief that OSAE is in the midst of transformative change, and needs a road map **and mechanism** to guide the organizations progress over the next 12-18 months.

The session started with a visioning exercise in which small groups used photographs to convey a future desired state for OSAE – The Will Be – contrasted against the current state – The Was. This exercise helped the group identify the gap between where OSAE is now and where it will ideally be in the future.

Using the photos and words generated in the first exercise, the group was then asked to imagine that OSAE has reached the future desired state – The Will Be. We asked the group to reflect on these questions – to what would you attribute OSAE's successful journey from The Was (current day) to The Will Be (future)? What had to be in place to make this happen? To what do you attribute the transformation? We collected everyone's answers and categorized them:

- Purposeful Value Proposition
- Follow Through
- Embracing Change
- Shared Vision
- Resources

These five elements then became the framework for an opportunity map to identify which elements warranted the most time, attention and resources to support the successful journey for OSAE.

Finally, the group processed each element, identifying *Low Hanging Fruit* – action can be taken quickly; *Likely 12 Months* action items; and *Longer Term* action items. **Rather create a static strategy plan document, it is intended that** the board and committees will **further** process these outcomes and use them to guide their work in the coming year.

This will be accomplished through the creation and use of a dynamic strategic planning mechanism for OSAE that is regularly reviewed and reported on. This effort will include the establishment and monitoring of continually updated goals and objects consistent with the organization strategic direction.

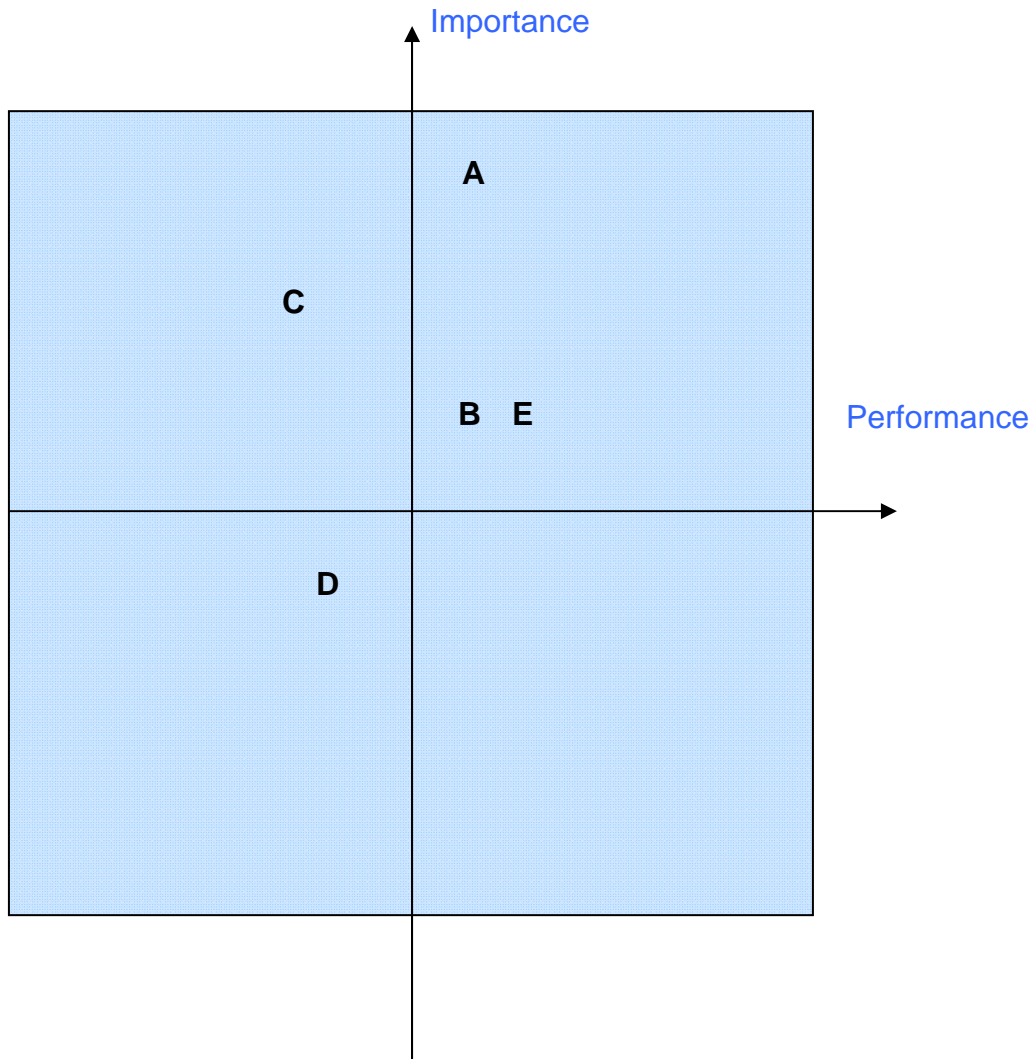
Was/Will Be Exercise

We start with an exercise which points us in the direction of what we want the OSAE *to be*. The objective of this exercise is to paint the picture of a future desired state for the OSAE. Photos help us convey the qualities of the future “*will be*” and the current “*was*.”

Was - TODAY
We're at a crossroads
Excited about the direction
Unfocused
Getting pieces in place
Establishing a new identity
Rebirth
Enthusiasm
Too few carrying load
Because we've always done it this way
Some things are set in stone
We waited a little too long
Need to move forward
A little disjointed
Pulling a rabbit out of our hat w/o a plan
Slow & steady with an urge to propel

Will Be
Strength in numbers
Strong, diverse, unified
Devoted
Passion & harmony
Resources
Forward thinking
Networking
Mentoring, coaching
Teamwork
If
No pain no gain
Orchestrated to provide tools, benefits and services to all members
Defend the values of association management
Mentorship
Unafraid to try new ideas
Leadership
Wisdom
Tradition, community
Performance measurements
Embrace technology
Relationships
Innovation

The graphic below illustrates the group's evaluation of the opportunities facing the OSAE. It answers the question of focus and establishing priorities, "Which items are important to the journey AND show room for improvement?"



A	Purposeful Value Proposition
B	Follow Through
C	Embracing Change
D	Shared Vision
E	Resources

Purposeful Value Proposition – Services first, \$ Second; Quality, Relevant Programming; Buy-In

A purposeful value proposition is the foundation of every successful organization. It refers to the organization's awareness and integrity regarding its reason for being, the desire to serve its customers. "Value Proposition" refers to the understanding of who the ideal customers are, and why the ideal customers will choose to engage with the organization. For OSAE, Purposeful Value Proposition means that it is tightly engaged with its customers and is entirely focused on serving their needs.

Definition

Who are we? Why do we exist? What do we offer?

We are a community of individuals working with, for and in associations.

Association professionals, affiliates, CVB members

OSAE exists to enhance our members' abilities to perform their roles.

OSAE exists to improve its members' abilities to lead associations throughout Ohio.

OSAE exists to help its members advance in their professions.

Networking, Mentoring, Educational programs, Advocacy

Awareness – changes in rules, trends, AE as a profession

Provide resources – surveys, directory, job board

Learning exchange

Professional development - CAE

Primary Accountability – Who?

The primary responsibility for this element starts with the Executive Director and the Board, and includes not only defining purposeful value proposition for OSAE, but communicating it to all stakeholders, and remaining focused on it when new ideas or programs are presented.

Low-Hanging Fruit

- Promote future events (top of mind, take advantage of audience, promo cards)
- Use ribbons to communicate different roles (government affairs, communications, etc)
- Assign board members to accompany new members at lunches
- Board members should sit at different tables at lunches

Likely 12 months

- Survey members to gauge what they value and want
- Special purpose lunches – invite a board member; invite a staff member; affiliate appreciation; CVB appreciation
- Programming for support staff
- Listserve – generate more usage
- Establish rhythm for communication (once/week email blast)

Likely 18 months

- Share template resources on web site (toolbox)
- Provide links to important resources including meeting planning contacts

Resources – Arms and Legs, An Abundance of Volunteers, Committed Leader and Staff, Financial resources

This element refers to the need to bring resources to bear along the way. OSAE is not a large corporation with vast financial resources and armies of people ready to serve. For the transformation to be successful, OSAE must garner a variety of resources and stay focused on its purposeful value proposition.

Definition

Time

Money – budget; finding the appropriate balance between dues and non-dues revenue; reviewing investment portfolio

People – board, volunteers, members

Information

Primary Accountability – Who?

The Executive Director is main driver for this element, but will quickly need to rely on the Board, Committees and volunteers to be successful. For example, the Executive Director can be the keeper of the transition information and continuity folders, but cannot be the arms and legs to keep committee action moving forward.

Low-Hanging Fruit

- Provide background information for committees during transitions
- Create continuity folders for committees
- Provide job descriptions, especially for chairs
- Executive Director – calls on members in person; reach out beyond the familiar faces; can board do it too?
- Announce board chairs, committee members
- Hold a committee event such as a leadership conference
- Define the process for committee chairs; equip them with the information they need
- Strengthen the bond between committee chair and board liaison; bring together with Executive Director; set priorities
- Committee chairs need to be intimately familiar with the board schedule – plans, approvals, updates, etc.

Likely 12 months

- Create member interest forms; distribute to veteran members; start in October
- Review dues structure – possibly include salary review in dues structure for executive directors
- Membership committee focuses on recruitment; board focuses on retention

Likely 18 months

Follow Through – Persistence, Adaptability

This element refers to the need to keep the plan in front of everyone who is charged with making it happen, like keeping the road map in front of the navigator as the journey progresses.

Definition

Persistence, adaptability, patience

Primary Accountability – Who?

Someone other than the Executive Director should be the champion of this cause. The current Treasurer should be charged with shepherding the plan as OSAE moves forward. He will help to keep the plan alive at board meetings and other times when follow-through and persistence are needed.

Low-Hanging Fruit

- Revisit plan at every board meeting/tie the agenda to the plan
- Create a timeline and designate responsibility
- Establish measurement to evaluate programs, products, & services

Likely 12 months

- Ask each committee to develop annual plans for board review and approval
- Develop a one-page dashboard of key metrics that the treasurer will update and provide at each board meeting

Likely 18 months

Embracing Change – no fear of being wrong; risk-taking

This element refers to the need to be open to new ideas, willing to take some risks and focused on collecting feedback to know what’s working and what must be modified in the future. There is a need for systematic listening and feedback collection so that OSAE will know that it is on the right path as it continues working on this plan. There will also be a need for those in power to be open to change and breaking from the past as OSAE transforms itself.

Definition

Culture of change; value of change
Listening & feedback

Primary Accountability – Who?

The Board, the Membership Committee and the Marketing & Communications Committees will be charged with making this happen.

Low-Hanging Fruit

- Use a recorder at the exit door of meetings – record comments and feedback
- Continually communicate change to members via newsletter, web, CEO, meeting announcements, telephone; provide the context for the change
- Offer a reward or prize for idea submission

Likely 12 months

- Create a leadership council of past presidents; gather their knowledge & get their buy-in to the change (a special cocktail hour at the annual conference, e.g.)

Likely 18 months

Shared Vision – Live up to Indispensable & Remarkable

This element refers to OSAE’s desire to be Indispensable to its members, and a remarkable organization overall. This element will be the end result of several other elements already identified. To be indispensable and remarkable in the long run, OSAE will need to crystallize its Purposeful Value Proposition, Embrace Change, Follow Through and Gather Resources to sustain a successful journey.

Definition

A community of individuals working with, for and in associations.
Indispensable to: current members, prospective members, legislators, media, affiliate members, community

To be remarkable – programming must be

Primary Accountability – Who?

The Marketing & Communications Committee will be the champions of this element. The Programming Committee should also be involved. In the end, all who are engaged with OSAE will be a part of this element.

Low-Hanging Fruit

- Marketing/Communications committee – shape the goals, roles and responsibilities
 - Key audiences
 - Key messages
 - Brand standards for cohesive look across all communications

Likely 12 months

- Learn from Ohio CPA’s experience
- Measure economic impact in Ohio and push data out to media
- Use Dispatch’s online poll – do you belong to an association?
- Provide an article to Business First for the Association edition
- Ask the programming committee to develop schedule through 3/09, to prevent a loss of continuity during committee transition

Likely 18 months

**Additional element:
Refine the Infrastructure**

The OSAE recognizes the need to refine its infrastructure. This includes the expectations placed on board members and committee chairs, the timing in which items are decided, approved and communicated. A stronger infrastructure will support OSAE’s successful transformation.

12 months action	
<ul style="list-style-type: none"> • Develop job descriptions for <ul style="list-style-type: none"> ○ Executive Committee positions – Chair, President, Vice President, Treasurer ○ Board Member position ○ Committee Chairs ○ Board Liaison to committee • Ask each committee to develop and submit an annual committee plan consistent with OSAE’s strategic direction. <ul style="list-style-type: none"> ○ Include budget implications ○ Incorporate diversity • Ask Treasurer to set up dashboard with key metrics to be updated and communicated at each board meeting 	

Calendar/Action Items	
October	Rescheduling of Annual Meeting and Elections to October meeting from November (this has already been accomplished)
October	President-elect appoints new chairs at time of Annual Meeting
October/November	Orientation for newly elected board members and newly appointed committee chairs
November	Coming year’s budget presented to officers
November	Current treasurer and executive director coordinates with newly elected treasurer for report on plan
November	Preliminary budget information shared with board
December	Annual board planning session convened, including newly elected board members/committee chairs
December	Newly elected treasurer updates the plan document

Diversity – What does it mean to OSAE?

- Reaching out beyond ‘friends’ to others who don’t look like you
- Age, gender, race
- Realizing we all bring something different to the table
- Live it! Get the best people, regardless of age, gender, race, etc.
- A strategy to capture something that’s missing
- Understand trends – what is the picture of association management professionals?
- Understand different segments of membership – diversity may simply mean we need to serve the needs of all the different types of members (size, member type, etc.)

Direction to committee:

- Recognize diversity’s importance to OSAE’s members and support them with programs and resources. Example: help members find translation services.
- Suggestion to host quarterly Diversity Roundtables.
- Provide a plan for transition. If this is the last year for this committee to exist, how can OSAE weave diversity into everything it does?