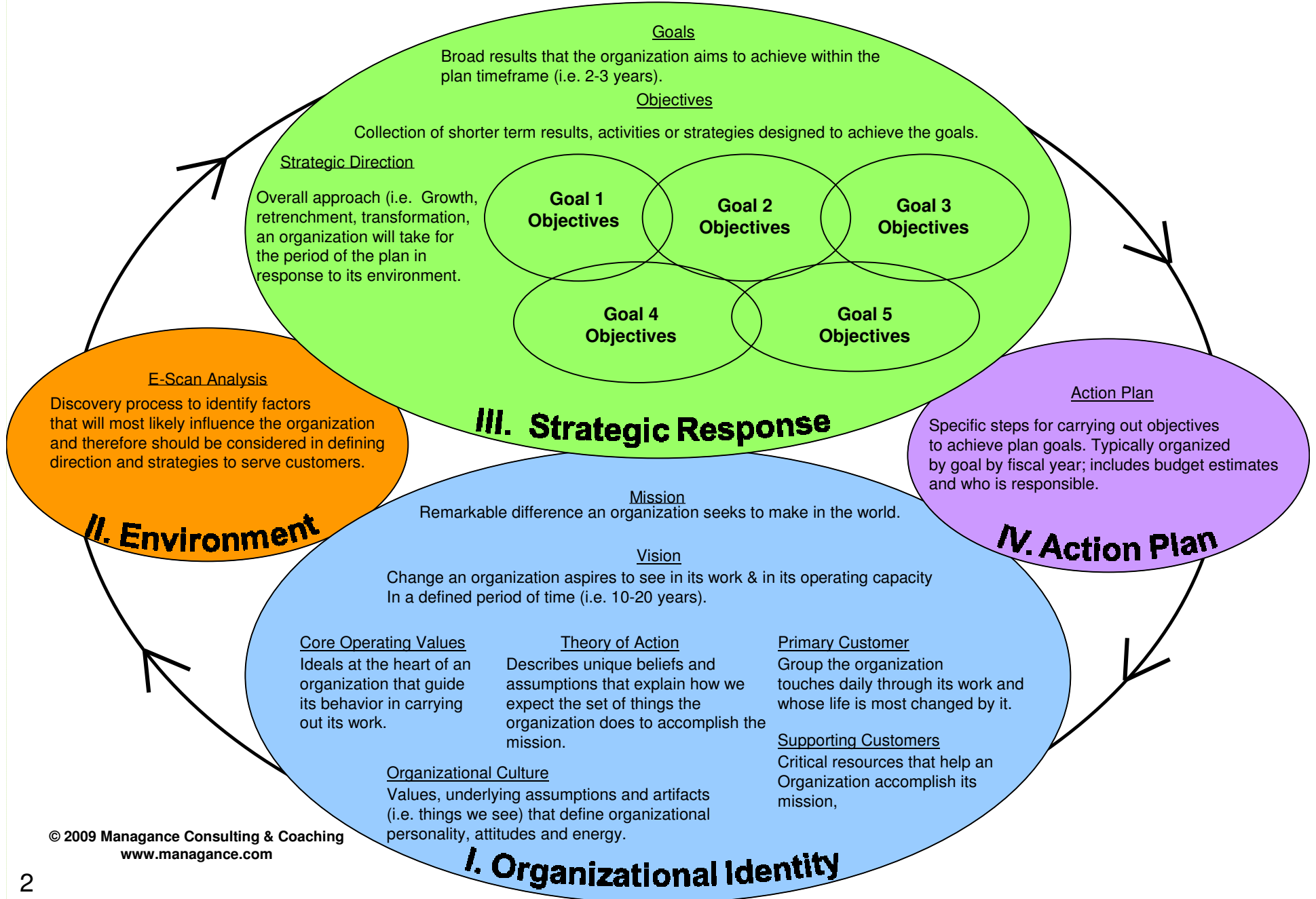


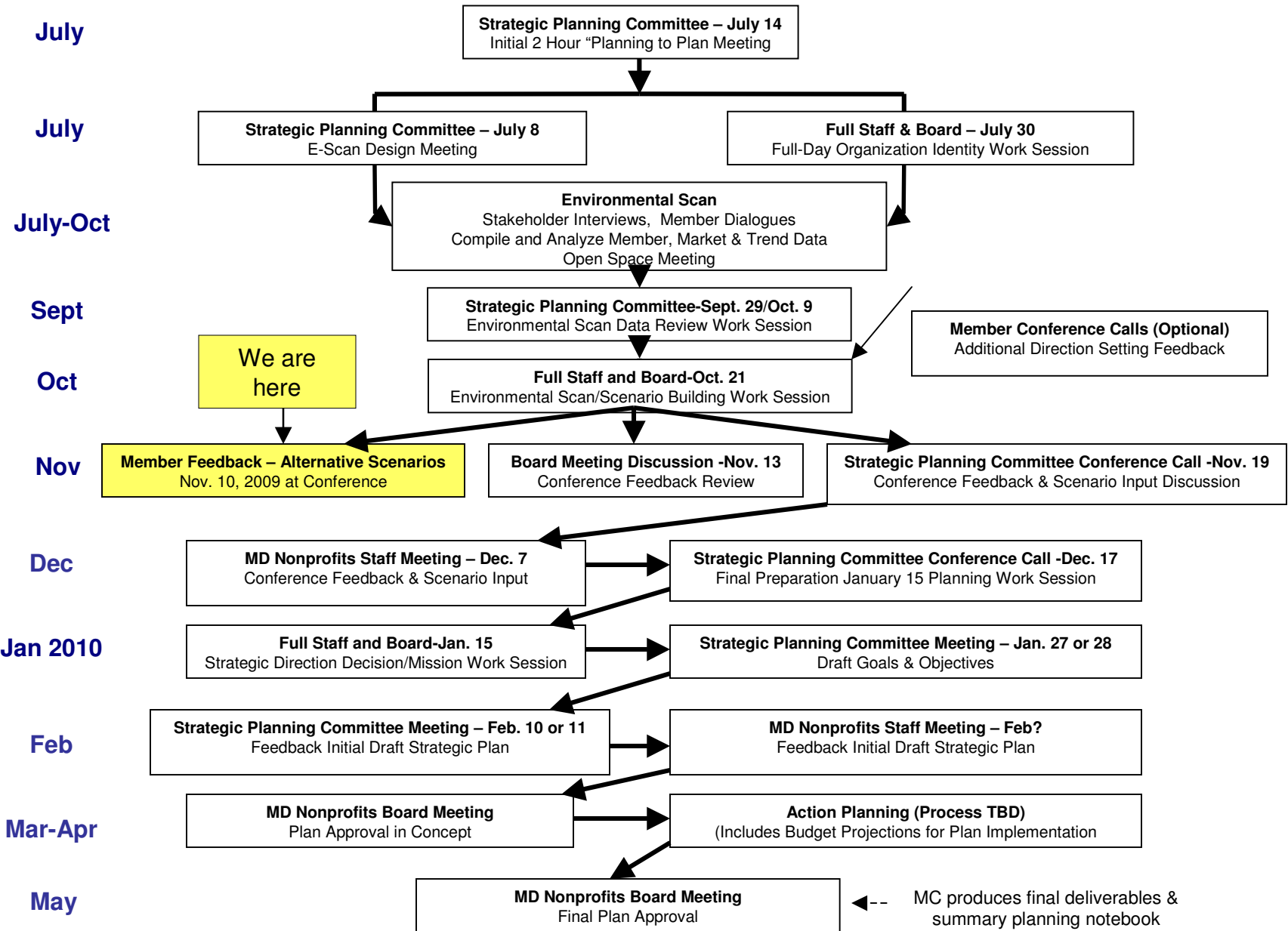
# Maryland Association of Nonprofits Strategic Planning Process Overview

November 10, 2009

# Strategic Planning Process Overview



# MD Nonprofits Draft Planning Process Schedule 2009-2010



# Environmental Scan Data Sources

- MD Nonprofit Member Database
- IRS Data for the State of MD
- National Council of Nonprofits
- 35 individual interviews
  - strategic thinkers
  - state association leaders
  - national & state public policy experts
  - leaders of nonprofits & philanthropies
  - business leaders
- 8 MD Nonprofit member conference calls—approx. 40 participants
- Literature Review
  - Nonprofit Quarterly
  - Stanford Innovation Review
  - Chronicle of Philanthropy (selected 09 on-line dialogue transcriptions)
- Competitive Analysis
- Open Space Proceedings—68 participants

# Environmental Scan Priorities

- **Collaboration & Engagement**
  - **Opportunities:**
    - Be a hub for collaboration
    - Facilitate connections between nonprofits, business & government
    - Facilitate connections & actions in & across sub-sectors
    - Draw on all the expertise in the sector for everyone's benefit
- **Professional Development**
  - **Opportunities**
    - Offer “real time” responses to find solutions
    - Create personalized participating experiences
    - Be inclusive of all levels of staff & board members
- **Public policy**
  - **Opportunities:**
    - Create a vision for the nonprofit sector's future
    - Promote a new mindset valuing the “social sector”
    - Give the nonprofit sector its public voice

# Environmental Scan Priorities, cont.

- **Sustainability**
  - **Opportunities**
    - Expand cost savings
    - Focus on fundraising
    - Be a conduit for information & access to federal & state resources
- **Accountability**
  - **Opportunities**
    - Set the bar high for achieving excellence
    - Provide tools for tracking & communicating outcomes
    - Define new mindsets & strong connections with business & government
- **Maryland Nonprofits Approach**
  - **Opportunities:**
    - Communicate effectively about available services & resources
    - Reflect the abundance of the sector in new ways
    - Take risks that create buzz
    - Be proactive & accessible
    - Use technology
    - Extend reach beyond Baltimore

# Alternative Direction Scenarios

- **Stories about how the future might unfold for an organization**
- **Provocative, plausible alternatives**
- **Designed to stretch thinking about & weigh implications of opportunities & threats**
- **Vehicle through which great change can be envisioned and ultimately actualized**

*Source: What If? The Art of Scenario Thinking for Nonprofits. 2004. Diana Searce, Katherine Fulton, and the Global Business Network Community.*

# Scenarios for Maryland Nonprofits

- **Mutually exclusive for strategic discussion**
- **Intended as responses to stakeholder recommendations & environmental trends**
- **Works in progress for more input**
- **Being designed for in depth discussion - MDNP Strategic Planning Work Session in January 2010**

# Scenarios for Maryland Nonprofits

- A. Individual Professional/Volunteer Development**
- B. Nonprofit Engagement**
- C. Staff Expertise**
- D. More of the Same Even Better**
- E. Statewide Clearing House/Research Think Tank**
- F. University Partnership**

# Scenarios for Maryland Nonprofits

- A. Individual Professional/Volunteer Development**  
Operate technical assistance center aimed at developing competencies of nonprofit staff such as deputy directors/COOs, financial directors/CFOs, program directors, etc. and board members. Shifts MDNP away from organizational to individual focus.

# Scenarios for Maryland Nonprofits

## **B. Nonprofit Engagement**

Operate like a “co-op market” for nonprofit sector relationships, ideas, products and services. Participating organizations are active in creating and offering those products and services and in return access products and services for themselves.

# Scenarios for Maryland Nonprofits

## C. Staff Expertise

Deepen expertise and deliver technical assistance services in a selection of areas such as board governance, resource development, finance, human resources, legal compliance, and public policy/advocacy.

# Scenarios for Maryland Nonprofits

## **D. More of The Same But Even Better**

Continues as a statewide association of nonprofits that grows membership, becomes a visible, stronger voice for the nonprofit sector and takes Standards of Excellence<sup>®</sup> to a new level.

# Scenarios for Maryland Nonprofits

## **E. Statewide Clearing House/Research Think Tank**

Operate a clearing house of data, information and research on nonprofit sector trends and manage a consulting arm offering services such as environmental scanning and market research.

# Scenarios for Maryland Nonprofits

## **F. University Partnership**

Affiliate with a university as a capacity building program. Become a laboratory for nonprofit management with opportunities for students and faculty to help nonprofits, sharpen their own knowledge and skills, conduct research and publish policy papers.

# TELL US WHAT YOU THINK

- **Scenarios Worksheets @ Your Tables**
  - What ideas would you add to the scenarios?
  - What questions do you have about the scenarios?
  - Would you be supportive of this direction for Maryland Nonprofits?  
Why or Why Not?
  - Any other comments you would like to share?
- **Twitter Tag - #manoconf**
- **Visit Denice Hinden & Abbey Frank @ Managance Booth**
- **Worksheets Emailed with Conference Evaluation**