**Mission Statement:** MAVA connects, educates, strengthens and advocates for volunteer engagement leaders and their organizations to positively impact communities*.*

**Tagline or Motto:** Eliminate the “Building the Profession” tagline.

**Vision:** MAVA is the premiere statewide organization uniting, educating and advancing Minnesota communities through excellence in leadership of volunteers and best practices in organizational volunteerism.

**Core Values:**

● Volunteerism: Volunteers make our communities better.

● Education: Trained volunteer leaders are essential to maximizing organizational success.

● Connection: Sharing and networking builds our profession.

● Inclusion: Diverse backgrounds and viewpoints make us stronger.

● Collaboration: Partnerships allow us to work together for greater impact.

● Research: Understanding trends helps us craft a better future.

**Summary of Growth Areas**

1. **Staff and Volunteer Development-** Grow staff and increase positions that focus on membership support, fund development and clerical support. Move towards more traditional governance model Board of Directors.
2. **Membership Engagement-** Increase member benefits and support. Focus on member recruitment and retention. Re-energize our members.
3. **Services, Program and Training Quality-** Measure outcomes and participant satisfaction in all services and programs.
4. **Advocacy -** Advocate to elevate the status of the profession within organizations. Advance MAVA as National thought leader on volunteerism. Create a culture of volunteering (in community MN, USA, etc.); engage communities about volunteerism.
5. **Diversity & Inclusion-**Engage volunteers, staff and stakeholders of underrepresenteddemographics. Increase program focus on engaging underrepresented communities.
6. **Visibility and Communication-** Develop strategy for internal and external outreach and communications.
7. **Revenue Growth-** Maintain annual revenue of $600,000 per year.
8. **Infrastructure Growth:** Improve facilities, technology and MAVA structure to increase access and reach.

**Growth Goals and Work plan**

**1. Staff and Volunteer Development-** Grow staff and increase positions that focus on membership support, fund development and clerical support. Move towards more traditional governance model Board of Directors.

* Hire staff to focus on membership, fund development and clerical support
* Provide competitive salaries and benefits to confirm staff retention
* Hire staff to support Board volunteers so that Board moves away from hands on model
* Increase number and diversity of MAVA volunteers

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| **AREA** | **2017** | **2018** | **2019** |
| Staff and Volunteer Development | \*Provide staff medical, disability, life insurance and retirement benefits.  \*Retain grant funded staff.  \*Increase volunteers by 10%  \*Hire membership and fund development manager | \*Increase volunteers by 10%  \*Hire conference contract staff  \*Secure skill based volunteers, which could include: communications strategist,  blog manager, graphic designer  \*MAVA Board moves to a governance model. | \*Hire clerical support staff.  \*Increase volunteers by 10%. |

**2. Membership Engagement-** Increase member benefits and support. Focus on member recruitment and retention. Re-energize our members.

* Develop increased service to and connection with members
* Develop new leadership, engaged and educated members
* Increase membership and retention
* Increase organizational members and explore perks for organizational members
* Expand Greater Minnesota member engagement
* Expand connection to Networks and sectors

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| **AREA** | **2017** | **2018** | **2019** |
| Membership Engagement | \*Hire membership  Manager  \*Develop dashboards  and regular reports  on member data  \*Increase membership committee volunteers  \* Conduct monthly new member outreach calls  \*Test fall membership drive and recruitment  campaigns  \*Do Fall membership drive  \*Conduct revised member survey  \* Begin planning for creating statewide regional MAVA Councils  \*Develop strategy for membership engagement, recruitment & retention  \*Do targeted outreach to culturally specific organizations  \* Create goals for number of new members and drop offs each year | \*Work with membership manager to set goals and  strategies for recruitment, retention, and engagement  \*Analyze membership  data to understand  trends in trends on  retention, growth, and  engagement  \*Support membership  manager in implementing and developing systems for recruitment  \* Reduce member drop off rate in accordance with goals  \*Create focus groups to elicit feedback from membership  \* Develop membership buddies/mentors  \*Do targeted outreach to culturally specific organizations  \*Explore premium membership for large organizations | \*Work with membership  manager to set goals  and strategies for  recruitment, retention, and  engagement  \*Support  membership  manager in  implementing and  developing systems  for recruitment  \*Support statewide  regional MAVA Councils  \*Do targeted outreach to culturally specific organizations  \* Test and refine  recruitment campaigns |

3. **Services, Program and Training Quality-** Expand services, programs and training. Measure outcomes and participant satisfaction in all services and programs.

* Expand online learning and communication; improve website resources
* Offer more accelerated professional development opportunities
* Focus on being a resource hub for emerging models, applied research, innovating best practices
* Create mechanisms to identify emerging issues for the field and assess opportunities for field-based research
* Explore next steps and innovation in VISTA, Service Enterprise, Cities and all MAVA initiatives
* Offer annual statewide conference

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| **AREA** | **2017** | **2018** | **2019** |
| Services, Program and Training Quality | \* Offer 4 webinars per year  \*Offer 3 accelerated trainings per year  \* Update and clean up website resources  \* Complete comparability study  \* Start planning 2018 conference  \*Determine MAVA’s role in future national conferences  \*Retain exiting VISTA host sites as MAVA members  \*Offer 4 VGF supported series trainings in greater MN  \*Partner with HOTC to offer two SE cohorts including one virtual cohort | \*Assess evaluation methodology for programs and revamp as necessary. \*Explore expanded training topic areas.  \*Define what are considered cutting edge practices, new trends, and track where ideas are  \*Plan and implement state conference  coming from and what is relevant  \*Retain exiting VISTA host sites as MAVA members  \*Recruit new VISTA host sites from culturally specific organizations  \*Offer 4 VGF supported series trainings in greater MN and 3 metro series trainings.  \*Develop new curriculum for workshop on engaging skills based volunteers  \*Develop and pilot model for a Service Enterprise virtual cohort with online training in partnership with HOTC | \*Plan and implement state conference  \*Retain exiting VISTA host sites as MAVA members  \*Recruit new VISTA host sites from culturally specific organizations  \*Offer 4 VGF supported series trainings in greater MN and 3 metro based series trainings.  \*Partner with HOTC to offer 2 SE cohorts including one virtual cohort.  \*Develop and pilot an online version of the series. |

**4. Advocacy -** Advocate to elevate the status of the profession within organizations. Advance MAVA as a National thought leader on volunteerism. Create a culture of volunteering (in community MN, USA, etc.); engage communities about volunteerism.

* Pursue state legislation on volunteerism infrastructure building
* Create and implement campaigns to elevate the profession
* Conduct studies designed to increase volunteerism and elevate the profession

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| **AREA** | **2017** | **2018** | **2019** |
|  | \*Advocate to put the Volunteer Office and staff on same level as other departments within organization (comparison study)  \*Create/disseminate/review results from Service Learning and Volunteerism Surveys to support story/testimony compilation. | \* Advocate to change our working titles to increase status to increase level of respect within organization i.e. Chief Volunteer Officer (CVO)  \*Identify & prioritize areas for research & study  \*Generate stories of what volunteer administrators do – more social awareness  \*Identify who our audience is in our advocacy efforts  \*Pass volunteerism Bill | Advocate to change our working titles to increase status to increase level of respect within organization i.e. Chief Volunteer Officer (CVO)  \*Identify & prioritize areas for research & study  \*Generate stories of what volunteer administrators do – more social awareness  \*Identify who our audience is in our advocacy efforts  \*Pass volunteerism Bill  \*Identify and prioritize areas for research and study. |

5. **Diversity & Inclusion-**Engage volunteers, staff and stakeholders of underrepresenteddemographics. Increase program focus on engaging underrepresented communities.

* Staff and Board to reflect the communities we serve
* Attract, train and engage volunteers of demographics currently underrepresented
* Improve cultural competency of volunteers and staff
* Explore implications of generational diversity for volunteer engagement and staffing

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| **AREA** | **2017** | **2018** | **2019** |
| Diversity & Inclusion | \*Make hiring, board & volunteer recruitment decisions with diversity as a top priority.  \*Define diversity and develop metrics and goals.  \*Build relationships with organizations that serve diverse communities | \*Make hiring, board & volunteer decisions with diversity as a top priority.  \*Conduct on-site volunteer training at culturally specific organizations  \*Expand outreach and programming for culturally specific organizations  \* Ask each MAVA committee to create diversity & inclusion goals | \*Make hiring, board & volunteer decisions with diversity as a top priority.  \*Conduct on-site volunteer training at culturally specific organizations  \*Expand outreach and programming for culturally specific organizations  \* Create diversity & inclusion task force |

6. **Visibility and Communication-** Develop strategy for internal and external outreach and communications

* Update branding and messaging
* Develop strategy for outreach and communications to new markets/members
* Develop strategy for community outreach and communications

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| **AREA** | **2017** | **2018** | **2019** |
| Visibility & Communications | \*Make plan for new outreach activities.  \*Make plan for new MAVA look & logo  \* Begin to develop communications strategy; set goals | \*Create new video.  \* Finalize new look, logo, color scheme etc. | \*Write articles, books, PSAs. |

**7. Revenue Growth-** Maintain annual revenue of $600,000 per year.

* Continue to diversify revenue sources
* Increase membership revenue by 10% each year
* Increase Strengthening Service donors by 10% each year
* Increase Circle members
* Explore additions to the current Benevon fundraising model
* Increase staffing to support growth goals (i.e., membership & fund development manager)
* Explore opportunities for operational efficiencies that result in reduced expenses
* Explore legislative and policy advocacy to generate program growth and revenue
* Decrease reliance on grant income

**8. Infrastructure Growth:** Improve facilities, technology and MAVA structure to increase access and reach.

* Explore additional ways to support networks & sectors
* Secure new office location for MAVA by 2018
* Create Regional MAVA District Councils to expand Greater Minnesota access
* Decrease reliance on volunteers to perform staff-like duties/move to a governance Board
* Complete annual board self-assessment.