



Strategic Plan 2010 - 2014

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Fundraising Institute Australia Strategic Plan 2010 – 2014

Our History

The Fundraising Institute Australia (FIA), established in 1968 is the national peak body for professional fundraising in Australia. FIA is a company limited by guarantee (ABN 51 943 541 450).

As a non-profit body, FIA is recognised as a charitable institution. The FIA Foundation, a Deductible Gift Recipient, is run wholly through FIA (ABN 51 943 541 450).

Our Core Values

The core values the FIA has adopted to guide our actions and behaviours are as follows:

Philanthropy – we lead by example encouraging giving; contributing selflessly so that good causes may grow and prosper;

Respect – we respect and value others, acknowledging individual difference, being responsive to the needs of others;

Ethical – we work within the international and FIA’s code of ethical principles: with honesty, respect, integrity, empathy and transparency in all we do and all we ask of others;

Accountable – we are accountable to our members and stakeholders, striving at all times for professionalism and quality in our work and adherence to fundraising standards;

Leadership - we provide leadership for the fundraising community across Australia, with our passion and innovation to be an inspiration to all;

Celebration – we recognise and acknowledge our achievements and the achievements of our members in our drive to be the best we can be as fundraising professionals.

Our Mission

‘Fundraising Institute Australia, an association of professionals, advances philanthropy through encouraging and supporting people and organisations to ethically practice excellence in fundraising. The core activities through which FIA fulfils this mission include professional development, mentoring, credentialing, research and advocacy.

Our Vision

Advancing professional fundraising

Our Service Charter

- We will be responsive and efficient in all aspects of our work.
- We will address expeditiously and respectfully the needs of members, volunteers, partners and clients, government, business and the public.
- We will provide professionally managed services, evaluate their delivery and act to improve our performance.

Development of this Plan

On 19 March 2010, FIA's Board of Directors met in a workshop to develop this Strategic Plan. In developing the plan, directors reviewed the current Strategic Plan 2008-2012, considered the FIA's constitutional Objects and the Members' Survey Report 2009 as well as responses to the Chair's question:

'What do we need to do to ensure that FIA continues to develop into a great organisation that advances the profession of fundraising as a respected and honoured profession?'

At their meeting on 12 May, directors finalised the Plan, ensuring that the plan presented a balance between FIA's values, mission and vision for the future whilst considering the organisation's financial and non-financial capacity and capability to support the delivery of the plan. Directors, with the endorsement of the CEO, determined that the strategic plan is to be used to shape each annual business plan for the next five years and that the strategic plan is to be reviewed annually by the Board, in conjunction with the CEO to make sure that it provides strategic direction to the FIA.

Reporting on the Plan

The CEO will report to the Board quarterly on progress against those strategic initiatives in the Strategic Plan that fall within the budget year being reported upon. In the report, the CEO will address the likelihood that each initiative will achieve the desired output, within the desired timeframe and in accordance with the budget allocation. Where necessary, the Board will provide guidance to the CEO on adjustments to be made to the Strategic Plan which may in turn be reflected in consequential adjustments to annual business plans. This will occur where strategic initiatives are advanced from the year indicated in the Strategic Plan to an earlier year or where they may be delayed in the planning cycle.

Our Strategic Outcomes

The Board has selected three Outcomes or broad statements of what it hopes to achieve over the life of the plan.

The three Outcomes are:

Outcome 1 - Champion Professional Fundraising

Outcome 2 – Respected National Advocate

Outcome 3 - Grow Membership

Each of these outcomes is achieved through strategies, these being statements of major approaches or how things will be done to achieve each outcome. Strategies are implemented through initiatives and each strategy will have a number of initiatives. Initiatives are specific programs, projects, or activities that will occur over the course of the planning cycle to advance each strategy and outcome. Initiatives are 'owned' or sponsored by groups, teams, or individuals who become responsible for their implementation. Each initiative is placed into a budget year in which it will be initiated, ensuring that the FIA is not overstretched physically or financially and that it can deliver on the promise in the strategic plan.

Outcomes, strategies and initiatives are the subject of review and reporting, with the success of each outcome to be subjected to the various measures including one stretch target for each outcome, as detailed in this plan.

Further develop FIA's position as the peak body for professional fundraisers.

Outcome 1 - Champion Professional Fundraising

Key Strategies

1. Promote excellence in fundraising practice

Initiatives

Provide ongoing review of the FIA Principles & Standards of Fundraising Practice.

Develop new Standards of Fundraising Practice in line with emerging fundraising trends.

2. Develop a consistent national approach to all levels of professional development

Initiatives

Ensure appropriate resourcing to support continued development and refinement of National Professional Development offerings.

Improve all on-line services; providing a broader reach for members.

Develop and deploy a fully articulated professional development national training program to be undertaken based on a 'train the trainer' model with a modularised national curriculum to be delivered in all States and Territories where the program may be completed on-line or by attendance.

Develop an FIA accreditation process for professional development courses/events which become accepted as the industry standard for quality professional development. FIA will act as the accrediting body.

Formally engage with Boards and CEOs of non-profit organisations to enhance their understanding of the profession of fundraising.

Review FIA's brand and promotion within the fundraising sector and publicly.

Contribute to any review or update of CFRE™ to ensure its continuing relevance to members.

3. Position CFRE™ as the premier credential for professional fundraisers

Actively promote senior credentials for professional fundraisers and develop resources to support the CFRE™ program in Australia and assist members to attain the highest credentials as a professional fundraiser.

Promote CFRE™ as a preferred qualification to be recognised by non-profit employers so that when they seek to employ a professional fundraiser they give priority to a person who has CFRE™ accreditation. Therefore when an employer advertises for a professional fundraiser they will give preference to a person with CFRE™ credentials and FIA membership.

Stretch Target – That by 2014, 50% of eligible members will have attained or be in the process of attaining CFRE™ certification (as at May 2011 4.6% of FIA members hold CFRE™).

4. Develop the FIA Foundation (FIAF) as an endowment fund for professional development

FIA will build the FIA Foundation (FIAF) into a significant endowment fund which will facilitate development and take-up of professional development, improvements in library resources, research and provision of scholarships for professional fundraisers. The (FIAF) will attract donations of gifts, professional books and bequests to support its further development.

Outcome 2 – Respected National Advocate

Key Strategies

5. Develop FIA's advocacy role

Initiatives

Continue to provide Commonwealth, State and Territory Governments with input to the national harmonisation project of fundraising legislation.

Evaluate new models for advocacy, seeking to influence key legislation and policy.

Develop sector wide plans to respond to key national initiatives that may affect the professional fundraising community and non-profits e.g. Australia's Future Tax System (the Henry Report) and the Productivity Commission report into the contribution of the not-for-profit sector.

6. Maintain FIA's independence

Initiatives

Build relationships with like minded independent peak organisations to further lift service offerings at no further cost to FIA.

The success of this outcome would be measured by:

FIA's position as a key advisor to all tiers of Government is enhanced.

Advocacy produces beneficial changes to otherwise adverse legislation or policy.

Outcome 3 – Grow Membership

Key Strategies

7. Improve communications with all members

Initiatives

Redevelop and relaunch FIA's web site.

Improve e-communications at Local and National level for weekly bulletin and e-advertising purposes.

Constantly update on-line material, ensuring it is relevant and current.

The success of this outcome would be measured by:

Stretch Target – All Member Organisations will adopt FIA's, policies and codes, utilising FIA's on-line service to keep these up to date.

Members and Member organisations will actively and constructively contribute to the development of FIA's governance framework, policies and codes.

The best practice program will be embraced and constantly enhanced by members.

There will be an increase in member and non member use and purchase of information.

8. Significantly grow the number of Organisational Members

Initiatives

Organisational membership has become an important part of FIA's identity. This is because as FIA's codes have been developed and published it has been recognised by the board that these codes need to be supported by organisations that undertake fundraising.

Therefore it is essential that there be a significant growth in organisational membership in recognition of the place and need for FIA's codes to be promoted within government circles and the wider public.

The success of this outcome would be measured by:

Stretch Target - The number of FIA organisational members will have doubled because FIA's codes, professional development and credentialing has shown professional fundraisers that membership is essential. (Organisational members total 75 January 2010)

There will be an increased participation in all levels of professional development. There will be a year on year improvement of FIA's financial position.

The FIA will be relevant to the fundraising community (NFP boards, CEOs etc).

There will be a positive public recognition of the profession of fundraising.

Non-profits will seek to attain Organisational Accreditation through an FIA Induction Program.

The membership will be proud, loyal, competent, credentialed and trained.

9. Significantly grow the number of Individual Members

Individual membership is the cornerstone of FIA. Individual membership demonstrates to employees, donors and the public an individual's commitment to abide by the FIA Code of Ethics and Professional Conduct.

An individual member is a signatory to the FIA Principles and Standards of Fundraising Practice and upholds the highest ethical and professional standards of fundraising.

The success of this outcome would be measured by:

Stretch Target - The number of FIA individual members will increase by 10% each year because FIA's codes, professional development and credentialing has shown professional fundraisers that membership is essential.

There will be an increased participation in all levels of professional development. There will be a year on year improvement of FIA's financial position.

The FIA will be relevant to the fundraising community (NFP boards, CEOs etc).

There will be a positive public recognition of the profession of fundraising.

The membership will be proud, loyal, competent, credentialed and trained.

What FIA will look like in 2014

FIA will be recognised as the leading national peak body, professional association and training provider for professional fundraising.

National Peak Body

In 2014, FIA will be the principal source of information on fundraising for charities and non-profit organisations, their fundraisers, governments and businesses.

Media and the public will look to FIA as the authoritative source for information on current fundraising, benchmarking and standards. FIA will promote its values and will be a publicly trusted authority, maintaining and ensuring through effective governance compliance in a timely and transparent manner. FIA will continue to advocate and lead public debate on fundraising issues of importance to the sustainability of the sector. FIA will regularly undertake independent research to ensure there is an accurate understanding of the changing environment in which fundraising takes place. FIA will continue to collaborate with universities expert in the non-profit sector and support their research projects where appropriate, whilst seeking accreditation for FIA's professional development program.

Governments, businesses and non-profit organisations will seek FIA's assistance in reviewing government legislation and regulation, and ensuring public trust and confidence is maintained in charitable and non-profit fundraising.

FIA will promote ethical and professional conduct and FIA's codes will be mandatory for all registered fundraising, whether members of FIA or not. FIA Organisational Members will display FIA's organisational member logo as an indication of their adherence to codes and standards. Public recognition of FIA's logo will be significant and the credential will be highly regarded. Governments will support FIA's Principles and Standards of Fundraising Practice as the code for registered fundraisers and fundraising organisations.

FIA will provide in electronic and print form information to the charitable and non-profit sectors on all aspects of fundraising legislation and regulation, and human resource issues in fundraising through a team of professional partners (such as law and accountancy firms, human resource search and employment businesses).

FIA website will be a modern, accessible one-stop shop for on line training and will provide different levels of information to members and non-members, including government, business and the public.

As a result of achieving these initiatives, FIA will have played a major role in developing professional fundraising among Australian fundraisers and fundraising organisations and suppliers to the sector.

FIA will, when invited, provide support to newly forming or existing fundraising associations in the Asia Pacific region, joining in partnership and professional debate among other professional associations in Australia, Asia and the Pacific region. Through professional partnerships with these agencies, and other key international professional associations engaged in fundraising, FIA will seek to shape opinion and provide advice to policy makers.

Professional Association

FIA will be the peak and logical professional association for professional fundraisers and charitable and non-profit organisations. FIA membership will increase by 2014, reflecting the professional value of the association to individual and organisational members.

FIA membership will be valued by individuals and organisational members because of the training and services it provides and the public recognition of its value to the integrity of professional fundraising.

FIA membership will be an essential criterion for all positions in fundraising. FIA credentials and participation in professional development will be highly valued and remunerated accordingly, as a reflection of a person's experience as a fundraiser. Fellows of FIA (FFIA) will be held in the highest esteem as fundraisers who have contributed significantly to the profession as a whole and to the community more broadly as professional fundraisers.

FIA will be the marketplace for jobs in fundraising, through advertising fundraising positions in the fundraising sector to charities and non-profit organisations.

FIA members will have a high level of satisfaction with FIA's service delivery according to the manner in which FIA performs as a national peak body, professional association and training body. They will express their opinions through regular on-line surveys, evaluations and focus group sessions.

Members will be strongly engaged with FIA, supporting its work at chapter, regional and national levels, actively contributing to FIA programs, keeping abreast of their own continuing profession development and serving on committees and the board.

FIA members will uphold the reputation of other FIA members and of the FIA and will publicly declare their commitment to abide by FIA's Principles and Standards of Professional Fundraising Practice.

Training Provider

FIA will be the principal training provider of professional development programs in fundraising and have a national profile as a reliable, professional and effective training body. FIA will be the training organisation of choice to provide services in fundraising activities, education and research to charities and non-profit organisations. The FIA Professional Development Pathway will provide a logical path in training from entry level to experienced fundraising.

FIA will provide training services to individuals through FIA programs delivered through chapters (locally and regionally) and nationally. Modes of delivery will include face to face, distance learning, and web-based programs in real time and on call.

FIA will deliver the premier training qualifications for professional fundraising, the courses being accredited through FIA and recognised by the industry.

Company Limited by Guarantee

FIA will be a sound, financially sustainable and well managed Company with diversified sources of income. FIA will have built the reserves of the FIA Foundation and will regularly contribute surplus funds to achieving its objectives for professional fundraising.

FIA will be a respected employer; celebrating success, valuing its staff, providing career opportunities and remunerating employees appropriately.

FIA will be seen to abide by its code in the way in which it undertakes its business, respects and values its members, partners and clients.