

IACEHOF STRATEGIC PLAN 2012-2015

DEVELOPED BY
CARROLL A. LONDONER
JOHN PETERS

INTRODUCTION

The following set of tables presents a newly constructed Strategic Plan designed to guide and direct the IACEHOF Board of Directors in carrying out the mission and goals of the Hall of Fame for the next 3 to 5 years. This Strategic Plan is significantly different from the previous Strategic Plan developed in 2008.

The first Strategic Plan, developed in 2008, was created and implemented just before the worldwide economic downturn. The committee that created that document did so against the backdrop of a relatively strong economy and, consequently, the goals and objectives presumed a healthy economy that would afford IACEHOF members the ability to make significant contributions to the projected needs of the Hall. Regrettably, the unfavorable economic environment made many of the projected goals for the Hall, especially in the area of international development, leadership development, and professional staffing, unachievable. Not only did the North American members have to decrease their tax exempt contributions, but the increasing numbers of international members were either financially unable or felt little or no need, to contribute to the Hall's operations. It is important to note that international members do not "enjoy" the tax exempt status of the Hall's 501 (C) (3) status at the University of Oklahoma, and therefore cannot deduct contributions on their respective countries tax forms. In addition, the Hall's policy of conducting one out of every three Inductions outside the continental U.S. has had an impact on contributions made by domestic Hall members.

In 2011-2012 the Board requested an update of the original 2008 Strategic Plan in light of current conditions. That project was undertaken by Board Chair John Peters and Board Chair-Elect Carroll Londoner. Both assumed that the Board wished to maintain the "original genius and insights" of the first Strategic Plan. After a six month process of review, the revised Strategic Plan was submitted to the then sitting Board members. While the Board was appreciative of the work done, at the same time it recognized that a total overhaul of the plan was needed in light of the difficult financial situation facing the Board and its members. In short, the Board requested a considerably shorter set of goals and objectives that could guide the IACEHOF for the next 3-5 years.

These following four goals and their sub-objectives are respectively submitted for Board review, recommendations, and final adoption. This Strategic Plan is submitted to the Board in its third (7 August) meeting of the 2013 year.

MAJOR GOALS OF THE IACEHOF

The following goals will be achieved by the Hall during the next three years (2013-2016):

1. The Hall will generate sufficient resources through program revenue, member support, and aggressive fund-raising to operate, expand, and further develop the Hall.
2. The Hall will have in place a plan for present and future staffing, facilities development, and resource management that will provide a long-term operational structure.
3. The Hall will identify and honor worldwide excellence in the profession by:
 - a. Increasing its visibility;

- b. Gaining recognition as the premier international organization that epitomizes excellence in Adult and Continuing Education.
 - c. Facilitating professional development opportunities in the field worldwide.
4. The Hall will create, staff, and manage a “Virtual Hall” (VHOF) to support and promote the Hall’s publications, projects, leadership opportunities, intellectual scholarly exchanges, and to serve as a central repository of Hall members’ life work and an electronic archival system of past inductions.

Objectives and action plans for each of these goals follow:

GOAL 1

The hall will generate sufficient resources through program revenue, member support, and aggressive fund-raising to operate, expand, and further develop the hall.

GOAL 1, OBJECTIVE 1

The IACEHOF will continue to develop a sound financial base adequate to support and maintain its existing activities and other identified opportunities that takes into account existing economic realities worldwide.

Table 1: Goal 1, Objective 1 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
1.1.1 Development Committee continue with targeted giving (by gift giving pledges), continued creation of Mentor plaques, development of proposed Memorial Plaques,	Internal campaign directed by Development Committee.	Slow growth progress toward \$200,000 endowment Fund. Growth toward Targeted Giving	2013-2016
1.1.2 Consider establishing active membership dues structure	Business structure committee, Development Committee work together to consider this as a new revenue stream. Survey of membership	New source of generated income. Minimum annual support by all Hall members. Everyone pay the same?	2013-2014

GOAL 1, OBJECTIVE 2

The IACEHOF will seek additional resources to support expansion of the Hall as reflected in Goals 2, 3, and 4.

Table 2: Goal 1, Objective 2 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
1.2.1 Enhanced operational structure.	Board of Directors Implement The Business Structure Committee's new "THREE YEAR STRATEGIC PLAN" UPON WHICH the Annual Service Agreement Between OU and Board is based	<ul style="list-style-type: none"> • Articulated structured based on current economic contingencies in 3 year cycles • Increased efficiency • Clearer annual costs of Inductions, international travel and related costs 	2013-2016
1.2.2 Increase financial contributions of international participation.	International Development Committee and Board of Directors Development Committee acts as a "consultant" to these discussions	<ul style="list-style-type: none"> • Re-examine policy of one induction per 3 year cycle • Determine the cost differences between domestic vs. international inductions • Identify ways to increase international financial participation 	International Inductions already Held: Germany 2009 Romania 2010 Guadalajara 2011 Romania 2014

GOAL 1 RATIONALE/PURPOSE

As a U.S. 501(c) (3) tax exempt organization, the IACEHOF operates within the regulations of the Internal Revenue Service (IRS) and is managed by the University of Oklahoma. To achieve its mission and goals, to enhance its reputation and creditability, and to expand its activities worldwide, an aggressive program of fund raising from among its members is needed to help support current operations and to build an endowment thereby ensuring the HOF's future financial health. To further the IACEHOF's outreach and service, additional revenue streams will be identified and generated through the HOF's programs, services and, possibly, membership dues.

GOAL 2

The Hall will have in place a plan for present and future staffing, facilities development, and resource management that will provide a long-term operational structure.

GOAL 2, OBJECTIVE 1

By the end of 2013, the IACEHOF will have adopted the "Rolling Three-Year Strategic Plan" and will have created Annual Service Agreements with the University of Oklahoma based on the Three-Year Strategic Plan adopted October 2012). The roles and responsibilities of Board Officers, Board Members, and Committees will be redefined.

Table 3: Goal 2, Objective 1 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
2.1.1 Board Develops a "Rolling 3 year Strategic Plan" upon which the "Annual Service Contract between the Board and OU is based."	Chair-Elect: is the Strategic Plan Implementation Coordinator (SPI) Coordinates Among all standing, ad hoc committees, and OU staff monthly to determine progress and reports to Executive Committee	Establishment of new relationship agreement between OU and IACEHOF in terms of "business structure"	2013-2014
2.1.2 Board Chair annually appoints a Committee to work with the University to develop an Annual Service Agreement defining the actions needed during that fiscal year in each of the 7 areas of responsibility, plus any special activities identified by the Board of Directors. (See MOU created by Business Structure committee)	Immediate Past Board Chair moderates committee Tighter control and management of responsibilities and actions articulated between Board and OU staff	Clarity of annual Board and OU goals based on the 3 year rolling Strategic Plan	2013-2014
2.1.3 In light of newly adopted Rolling three Year Strategic Plan and Annual Service Agreements redefine responsibilities of the Board of Directors, Executive Committee ad hoc committees in relationship with OU staff.	Executive Committee, Board Chairs, OU staff examine and modify roles, functions as necessary.	Adoption of MOU (October 2012) Board-approved documents redefining responsibilities and including guidelines and procedures for the Board and its committees (standing and ad hoc)	2013-2014

GOAL 2 OBJECTIVE 2

By the end of 2014, the IACEHOF will have identified and documented current and ongoing costs to maintain the Hall.

Table 4: Goal 2, Objective 2 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
2.2.1 Document current direct costs and project for coming FY, including compensation and benefits, travel/meetings, operating supplies, services and communications, contractual services, equipment, awards and Inductions	Board Treasurer, Board Chair, Development Committee Chair, Executive Director and OU Project Manager Development Committee continues to focus on "targeted giving"	Clearer Current and projected cost document to determine actual direct costs Annual Gift Giving requests by Development committee	2013-2015

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
<p>2.2.2 Determine "domestic" induction costs</p> <p>2.2.3 Determine "internationally" costs</p> <p>2.2.4 Compare and Contrast both sets of costs to determine ways to continue international efforts in light of limited giving from international members</p>	<p>Board Chair, Ex Director, OU staff, Development committee</p> <p>OU staff assist committees, document & monitor direct costs, Inductions, working with other groups per the "Annual Service Agreement"</p>		2013-2015
<p>2.2.5 Work toward a long term goal of 1 million endowment as the economy becomes progressively healthier</p>	<p>Development Committee strategically determines when it is appropriate to work toward 1 million dollar endowment.</p>	<p>Slow movement toward 1 million endowment sometime in the future</p>	2013-2015

GOAL 2, OBJECTIVE 3

By 2014/2015 (longer term), the IACEHOF will have created a long-range plan for its physical facilities, repository, and offices.

Table 5: Goal 2, Objective 3 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
<p>2.3.1 Executive Director, Board Chair and Chair of Facilities Committee (to be appointed by Board Chair in January 2013) discuss with appropriate officials at the University of Oklahoma to study feasibility of permanent housing of the Hall, including written agreements if any changes are made to the Kellogg Center</p>	<p>Executive Director, Board Chair, Facilities Committee Chair, Appropriate OU officials</p>	<p>More permanent relationship between OU and Hall</p>	
<p>2.3.2 Should either OU or the IACEHOF wish to terminate the agreement, it may do so by providing a ONE-year notification</p>	<p>Written LOI/MOU one year in advance</p>		

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
<p>2.3.3</p> <p>If for any reason the physical Hall facility is re-located, it should be placed at an institution that exemplifies the Hall's vision/goals and has the willingness and capability to accept the Hall as an ancillary university activity – i.e. 501(c)3; agreements must include arrangements for space, staffing, use of facilities and processes.</p>			

GOAL 2, OBJECTIVE 4

By 2015, the IACEHOF will support its operations through its annual fund and permanent reserves.

Table 6: Goal 2, Objective 4 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
<p>2.4.1</p> <p>Development Committee Chair, Executive Director, Board Chair work with the Development Committee to continue the development planning work already in process to cover operational costs and establish an endowment or trust fund. \$300,000 should be in the trust fund before bringing in a professional fund raiser. Goals should be \$1 million or more; revenue from \$1 million will not be large. Establish a planned giving program as soon as possible. Develop choices</p>	<p>Board Chair, Ex. Director, Development Committee Chair</p> <p>NOTE: Until the economy changes it is presumed that this is a very long term goal.</p>	<p>Long-range development plan, including guidelines and processes for updating.</p> <p>Concrete plans on how to raise 1 million endowment</p>	2013-2015
<p>2.4.2</p> <p>Consider hiring a grants person to research and write grants to support the HOF</p>			

GOAL 2 RATIONALE/PURPOSE

From a core group of U.S.-based leaders recognized in the first induction in 1996, the IACEHOF has emerged as a global community of adult and continuing education pioneers comprised of 200+ members in more than 20 nations on six continents. It operates as a U.S. 501(c)(3) nonprofit corporation and its work is largely done by volunteer members who are supported by University of Oklahoma staff. Managing a volunteer-based organization of global scale and scope requires both a physical home and a virtual presence. The Hall's reputation and value to its members rest on its commitment to well-defined and openly communicated processes and standards, transparent business practices, a stable administrative base at a host organization, and resources

that ensure the Hall can not only support its day-to-day activities, but also communicate with its members and with key constituencies. In so doing, it provides value to the field at large.

GOAL 3

The Hall will identify and honor worldwide excellence in the profession by:

- 1. Increasing its visibility;
- 2. Gaining recognition as the premier international organization that epitomizes excellence in Adult and Continuing Education.
- 3. Facilitating professional development opportunities in the field worldwide.

GOAL 3, OBJECTIVE 1

The IACEHOF will continue to be transparent in its review of processes and activities, including the standards and criteria used for selection of its members.

Table 7: Goal 3, Objective 1 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
3.1.1 Website and documents through which processes are disseminated will be reviewed	Harbecke recommendations implemented into 2013-2014 Inductee candidates forms A committee consisting of past chairs of the Selection Committee will conduct the review of past 5 years to determine that all recommendations have been included in the 2013-2014 forms	Continuous clarification of selection criteria to Board and to potential Inductees and Inductee sponsors	2013-2014

GOAL 3, OBJECTIVE 2

The IACEHOF will collaborate with key national and international associations to promote adult and continuing education.

Table 8: Goal 3, Objective 2 Actions

<p>3.2.1 The IACEHOF will identify at least one new national and/or international association with which it will collaborate to promote excellence in Adult and Continuing Education</p>	<p>Executive Director, IACEHOF Chair, IACEHOF staff, President or heads of organizations, Board members (program and site selection committee)</p>	<p>IACEHOF annual meeting to be held with new association every few years; both organizations' efforts to reward and promote Adult and Continuing Education will be enhanced through this association.</p>	<p>2013-2015</p>
<p>3.2.2 The IACEHOF will plan joint activities to promote excellence in the profession, including co-sponsoring sessions at annual conferences, and disseminating information about Hall inductees through these associations to their respective memberships</p>	<p>OU staff, Board Chair develops LOI and MOU with associations to partner in promoting excellence. Develop contingency plans if efforts fail at the last moment.</p>		

GOAL 3, OBJECTIVE 3

The IACEHOF will conduct Induction Ceremonies and symposia that are effectively integrated into the host Adult and Continuing Education Association/Organization's annual conference

Table 9: Goal 3, Objective 3 Actions

<p>3.3.1 Contact the President and/or Executive Director of the American Association for Adult and Continuing Education (AAACE) to request integration of the IACEHOF Induction Ceremony with the AAACE's annual conference</p>	<p>Executive Director, IACEHOF Chair, IACEHOF staff, President or heads of organizations, Board members (program and site selection committee)</p>	<p>This will be incorporated into the recommended the Annual Service Agreement, consistent with the Strategic Plan: Executive Director, Board Chair, contact the "annual host Association's" chief executive officers to facilitate collaboration, partnership, and integration with the host Association's meetings</p>	<p>2013-2015</p>

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
<p>3.3.2</p> <p>Plan joint activities to promote excellence in the profession, including co-sponsoring sessions at annual conferences, and disseminating information about Hall inductees through these associations to their respective memberships</p>	<p>OU staff, Board Chair develops LOI and MOU with associations to partner in promoting excellence.</p> <p>Develop contingency plans if efforts fail at the last moment.</p>		
<p>3.3.3</p> <p>Contact Presidents or Executive Directors of the following groups to request integration of HOF Induction Ceremony with their annual conference:</p> <ul style="list-style-type: none"> • The University Continuing Education Association (UCEA) • National Association of State Universities and Land Grant Colleges (NASULGC) • American Society for Training and Development (ASTD) • Council of Civilian and Military Educators (CCME) • the Association for Continuing Higher Education (ACHE) 	<p>Executive Director, Board Chair, key Board leaders who are members of these associations makes contact for future join meetings.</p> <p>Make a 5 year "out cycle" calendar of associations;</p>	<p>Create contingency plans for fall back meeting place</p>	

GOAL 3 PURPOSE/RATIONALE

The Hall seeks to identify and honor individuals from all nations who are eminently distinguished in the profession and who have contributed, and brought honor and distinction, to the heritage of adult and continuing education. The Hall's success in providing an international channel to honor its distinguished members is enhanced by its collaboration with other organizations and key constituencies that serve the field. Such collaborations increase the Hall's visibility in the field, and positions it as an enabler of mutual interest in the growth and development of the field of adult and continuing education.

GOAL 4

The Hall will create, staff, and manage a "Virtual Hall" (VHOF) to support and promote the Hall's publications, projects, leadership opportunities, intellectual scholarly exchanges, and to serve as a central repository of the Hall member's life work and an electronic archival system of past inductions.

GOAL 4, OBJECTIVE 1

The IACEHOF Board of Directors will establish, staff, financially support, and manage a "Virtual Hall of Fame" (VHOF).

Table 10: Goal 4, Objective 1 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
<p>4.1 IACEHOF Board adopts Hiemstra committee VHOF recommendations</p> <p>4.1.1 Board chair, Ex. Director selects VHOF chairperson.</p> <p>4.1.2 New VHOF chair, Board Chair, Ex. Director recommend committee members</p> <p>4.1.3 Board Chair, with Board and VHOF committee recommend person to manage VHOF</p> <p>4.1.3.1 Board Chair, Treasurer, Executive Director determine fiscal possibility of hiring VHOF manager</p> <p>4.1.4 HOF Board hires VHOF Manager based on financial possibility</p> <p>4.1.5 VHOF Manager oversees technical development of VHOF</p>	<p>Board, Board Chair, Ex Director confer on committee selection</p> <p>Board Chair, Exec Director</p> <p>VHOF Chair, Board Chair, Exec Director</p> <p>VHOC committee</p> <p>Board Chair, Treasurer, Executive Director</p> <p>HOF Board</p>	Digital Archival and delivery system created and operational	2013-2015

GOAL 4, OBJECTIVE 2

The VHOF will create and manage each HOF member's profile.

Table 11: Goal 4, Objective 2 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
<p>4.2.1 VHOF Manager solicits electronic profile material from each member</p> <p>4.2.2 Profile materials manually inserted for each member</p> <p>(Question: Should each member have access to own HOF profile to manually change material or should this be done only by the manager?)</p>	VHOF Manager	Digital central repository for each HOF member	2013-2015

GOAL 4, OBJECTIVE 3

The VHOF will create and manage an archival system of past Hall Inductions.

Table 12: Goal 4, Objective 3 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
4.3.1 Digitize induction pictures, videos, audios 4.3.2 Catalog digitized materials 4.3.3 Create downloadable process for distribution	VHOF Manager	Digital central repository for each HOF member Digital central repository for each IACEHOF Induction	2013-2016

GOAL 4, OBJECTIVE 4

The VHOF will catalog and manage the Hall's Electronic Resource.

Table 13: Goal 4, Objective 4 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
4.4.1 Archive Hall Newsletters 4.4.2 Archive HOF Publications 4.4.3 Archive HOF conference videos	VHOF Manager	Digital central repository for each IACEHOF in-house resource	2013-2016

GOAL 4, OBJECTIVE 5

The VHOF will develop and manage electronic links with other professional adult and continuing education websites.

Table 14: Goal 4, Objective 5 Actions

Specific Action Steps (Activities, Programs, Learning Experiences, etc.)	Individual(s) or Groups Responsible & Actions Required	Expected Results	Time Frame: Start/Complete
4.5.1 Create and manage hyperlinks, e-linkages with associated ACE websites	VHOF Manager	Digital central repository for associated ACE organizations worldwide	2013-2016

GOAL 4, OBJECTIVE 6

The VHOF will host professional video scholarly exchanges among members.

Table 15: Goal 4, Objective 6 Actions

<p>4.6.1 Deliver "real time" or archived exchanges between scholar members</p> <p>4.6.2 Employ best "real time" technology available for most people (Skype, Face Time, etc.)</p> <p>4.6.3 Archive exchanges in downloadable formats</p>	VHOF Manager	Digital central repository for associated ACE organizations worldwide	2013-2016

GOAL 4 PURPOSE/RATIONALE

The Hall seeks to employ the most current digital technologies available to support and showcase its member’s life work and to serve as an electronic archival and retrieval system for the field. The VHOF also provides an intellectual platform whereby scholarly exchanges and leadership development opportunities are available to enhance the collaboration of adult and continuing education organizations and agencies. Such collaboration increases the Hall’s visibility to the field, and positions it as an enabler of mutual interest in the growth and development of the field.