



Strategic Plan 2010-2015
Last revised 22 February 2011

Yale Arab Alumni Association

The Yale Arab Alumni Association Executive Board (EB) developed the Strategic Plan 2010-2015 during the EB's first retreat (27-29 August 2010) and refined it thereafter. The Strategic Plan was inspired by the Balanced Scorecard tool for strategic performance management and organized under four broad measurement categories: (i) Impact (referring to impact on YAAA alumni, affiliate, and network satisfaction); (ii) Financial (refers to the financial aspect of the organization); (iii) Processes (referring to internal organization processes including aspects of organizational infrastructure and policy); and (iv) Learning climate (includes all aspects of the culture of the organization, motivation of members, opportunities for human and leadership development, identity, and brand). Measures that were prioritized for the 2010-2011 EB period were subsequently elaborated on in the "Targets" and "Initiatives" columns. The last column is an add-on to the Strategic Plan and reflects dates to achieve initiatives as determined in the Action Plan. [A three-month action plan was first developed during the Executive Board retreat targeting priority measures. The action plan was later further elaborated to include actions that would meet the rest of the target and initiatives identified as priorities for the current EB term.]

Broad Measurements	Objectives (2010-2015)	Measures (2010-2015)	Targets (until October 4, 2011) ¹	Initiatives (until October 4, 2011) ¹	Timeline for initiatives ²		
Impact	· Increase member engagement and participation	§ Number of people attending events*	§ 250 unique attendees*	§ Organize educational, social, cultural membership activities (i.e. for Yale alumni and affiliates.)	Ongoing including Feb Club events in three cities (Feb-11) and Yale Day of Service activities (May 11) Mar-11		
		§ Number of people initiating events	§ 115 Yale students added to mailing list or studying Arabic who have connected to YAAA.			§ Crowdsource and pool resources of membership through distribution of a call for speaker recommendations and project proposals.	
	· Address pressing issues with multidisciplinary perspective	§ Number of people responsive to our outreach	§ Four events addressing pressing issues and have each record pertinent KPIs of each event.*	§ Establish speaker series (public events)	Jun - Sep 2011		
		§ Number of people initiating contact (coming to us)					
		§ Number of events addressing pressing issues*				§ Plan for international conference in 2012	Feb - Sep 2011
		§ Number of perspectives engaged in initiatives					
· Nurture relationships between network community, create interconnections	§ Diversity of people who attend events		§ Connect with current undergrads	Ongoing			
	§ Number of publications		§ Recognize and thank interviewers and ASC directors.	Q1 2011			
· Increase number of exchange opportunities across disciplines and borders/oceans	§ Number of readers	§ 20 jobs and internships announced, 4 placed*	§ 20 jobs and internships announced, 4 placed*	§ Hold matriculation event.	Summer 2011		
	§ Level and diversity of coverage of initiatives (e.g., measure against specific goals like "3 magazines in US, 2 newspapers in Lebanon, 4 in the architectural publications, 5 in policy journals," etc.)					§ Crowdsource and pool resources of membership through establishment of exchange program: (i) in short term, via email; (ii) in medium term, via online forum.	Mar-11
	§ Number of citations	§ Number of introductions and connections made*	§ 50 introductions and connections made*				
	§ Number of initiatives resulting from our activities	§ Number of hits on website	§ 110 percent of 2010 matriculants.				
	§ Number of alumni who contribute to addressed issues	§ Number of applicants and matriculants from the region					
		§ Number of fellows from the Arab Middle East (AME) at Yale					
		§ Number of Yale students studying Arabic					
		§ Number of Yale students doing projects in the AME*					



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<i>Financial</i>	· Develop and grow consistent and sustainable income stream	§ Amount of cash in hand § Year on year growth* § Percentage of \$ to operations vs. outreach (internally vs. externally)	§ 50% year on year growth* § Maintenance of minimum balance 10K**	§ Develop fundraising strategy	<i>Mar-11</i>
	· Ensure efficient and strategic allocation of resources	§ Difference between actual and budgeted expenses* § Maintenance of minimum balance*	§ Less than 15% difference between actual and budgeted expenses*	§ Actively monitor budget execution in line with allocations	<i>Ongoing - Starting March 2011</i>
	· Diversify sources of funding	§ Ratio of money to members (\$/members) § Percentage mix in funding sources § Amount of \$ allocated/participants § Number and percentage of members contributing* § Clear and implemented fundraising strategy*	§ Clear and implemented fundraising strategy** § 25 individuals contributing*	§ Develop fundraising strategy § Establish building blocks for creation of YAAA Scholarship Fund (this is longer term initiative)	<i>Mar-11</i>
<i>Process</i>	· Build membership base	§ Number of members* § Clear membership policy* § Number of countries § Content in database (how filled it is)	§ +35 members* § Clear membership policy**	Develop and disseminate membership policy.	<i>Policy drafted. Aim to pass into motion end-Feb-11</i>
	· Develop sound financial planning and management	§ Clear and implemented financial policies* § Clear and implemented budget development and review process* § Size of projects and operating budget	§ Clear and implemented financial policies** § Clear and implemented budget development and review process**	Develop clear financial policies. Develop budget development and review process.	<i>Apr-11 Already laid groundwork Apr-11 Already laid groundwork</i>
	· Develop governance and management systems (includes policies, procedures, and practices)	§ Compliance with legal requirements in the USA and the region* § Clear and adopted vision and mission* § Clear responsibilities for different roles and positions in the organization and their relationships to each other (this includes authority levels, accountability, reporting)*	§ Compliance with legal requirements in the USA and the region** § Clear and adopted vision and mission** § Clear responsibilities for different roles and positions in the organization and their relationships to each other (this includes authority levels, accountability, reporting)**	Undertake measures needed to meet legal requirements in the USA and the region. Revise YAAA bylaws. § Draft and adopt revised vision and mission.	<i>Sep 2010 ongoing Feb-11 Completed September 2010 Drafted and passed into motion.</i>
		§ Clear and implemented feedback and evaluation process		§ Discuss management expectations and commitment capacities § Develop performance appraisal process § Create social contract	<i>Mar-11 May-11 May-11</i>
	· Streamlined process for organizing events.	§ Percentage of events that follow process.	§ 80 percent of events that follow streamlined process	§ For event organization: develop process and templates (planning and evaluation) § Disseminate templates and process to Representatives, or local project and community managers, and apply it.	<i>Apr-11 Apr-11</i>



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<i>Learning Climate</i>	· Develop leadership capacities of new members in order to ensure succession and continuity	§ Number of new members involved in development* § Number of opportunities for development provided § Number of new members taking leadership roles* § Number of decision-makers at event	§ 7 new members involved in development (apprentices)** § 10 members newly taking leadership roles*	§ Develop apprenticeship program Onboard 10 new members in transition special committee.	<i>Mar-11</i> <i>Onboarding in action in Feb 2011; Special committee to take effect in Mar-11</i>
	· Educate YAAA members and communities on organization intent and focus	§ Updated website*	§ Updated website**	§ Build, populate, and regularly update website	<i>Mar-11</i>
		§ Regularity of newsletters and digital communications*	§ Semiannual newsletters and quarterly digital communications*	§ Publish newsletter and quarterly digest	<i>Mar-11</i>
		§ Number of registered on mailing list § Level of participating Yale administrator		§ Design communication strategy	<i>Mar-11</i>
		§ Clear and implemented communication strategy § Number of activities to educate § Availability and accessibility of tools		§ Promote opportunities for membership engagement.	<i>Feb-11</i>
· Develop YAAA brand			§ Develop communication tool (ex. Video) to mobilize members to engage in YAAA including interviews with the membership on their experiences. § Develop organizational literature (brochure, website)	<i>TBD pending HR availability</i> <i>May-11 Already drafted website and digital communications proposal.</i>	

^{1/} October 4th, 2011 is the end data of the current Executive Board term.

^{2/} Last revised 22 February 2011.

*Refers to items that were identified to address during the current EB term (in addition to the initiatives column).

** Refers to items that were prioritized for the Executive Boards short term action plan for 2010/2011.