This Strategic Plan of ACF contains the strategic initiatives and action steps moving the national organization forward over the next two years. This plan is meant to serve as a bridge from the 2011-2016 ACF Strategic Plan to the next plan to be authored over the next two years and ratified in 2018.

**ABOUT THIS PLAN**

The American Culinary Federation Transition Strategic Plan for July 2016 - July 2018 focuses on serving the needs of our membership:

1. Once adopted by the ACF Board of Governors, this transition Strategic Plan will be the job description of the Board of Directors as a leadership entity. Through the Strategic Plan, along with the ACF bylaws and policies and procedures, the Board of Governors has the responsibility of holding ACF leadership accountable for the initiatives within. Even through Board leadership transition via election and other matriculation, the course of ACF should be guided successively by the Strategic Plan.

2. This transition plan is an organic document. It is our compass for the future but should not be so inflexible as to bind us to strategies that are ineffective. This plan can, should and will be revised as needed and as agreed upon and allowed by ACF policy.
ABOUT THE AMERICAN CULINARY FEDERATION

The American Culinary Federation, Inc. (ACF), a professional organization for chefs and cooks, was founded in 1929 in New York City by three chefs’ organizations: the Société Culinaire Philanthropique, the Vatel Club and the Chefs de Cuisine Association of America. Since our inception, little has changed in our principal goals. We are an organization based on promoting the professional image of American chefs worldwide through education of culinarians at all levels.

In 1976, ACF forever changed the culinary industry by elevating the position of the executive chef from service status to the professional category in the U.S. Department of Labor’s Dictionary of Official Titles. Since this change, the culinary industry and our organization have grown tremendously. In fact, ACF is the largest professional chefs’ organization in North America. We are made up of more than 17,500 members that belong to more than 150 chapters in four regions across the U.S.

Today, ACF is the leader in offering educational resources, training, apprenticeship, competitions and programmatic accreditation designed to enhance professional growth for all current and future chefs and pastry chefs. In addition, ACF operates the most comprehensive certification program in the world. ACF is home to ACF Culinary Team USA, the official representative for the United States in major international competitions, and to the Chef & Child Foundation, founded in 1989 to promote proper nutrition in children and combat childhood obesity.

If you are not part of our elite group of chefs, we invite you to join us and gain access to the best culinary resources available.
The Board of Directors identified four fundamental strategies for the organization to continue the success ACF has realized over the past 87 years. These strategies and action statements are broken down into four main categories: alignment, growth, services and finance. These strategies will be the blueprint the organization follows in formulating and executing the respective plans.

Each strategy will contain a series of action statements deemed critical to the attainment of the targeted strategy. Members of the current Board of Directors have volunteered to sponsor the action statements through implementation with support from ACF’s national office and participation from the regions and chapters.

The Strategic Plan, on adoption, will be effectively communicated and marketed to all stakeholders for implementation. Key communication components will be utilized to facilitate the process.

In 2009 the sitting ACF Board of Directors, led by incoming National President Michael Ty, CEC, AAC, began the process of crafting a comprehensive Strategic Plan to guide ACF for the immediate future. After a nearly two year-long process, that goal became reality with the release of the 2011-2016 Strategic Plan. The plan included many innovative initiatives and marked the first time that a Strategic Plan of ACF has achieved measurable success. However, through Board attrition and other market pressures, some initiatives were left incomplete. In 2015, the current ACF Board of Directors appropriately embarked upon the writing of the next Strategic Plan as laid out in the timeline from the 2011-16 plan.

After considerable research and deliberation that included a staff and Board survey, it was decided that the timing for a new five-year plan was not good. Instead, the creation of a two-year bridge plan was implemented. This effort will allow the next Board, who will invariably be charged with many of the achievables in the plan, to have full input into its crafting. It will also allow time, as one of those achievables, for a comprehensive member survey. Lastly, it will allow for a final summarization of the action steps from the previous plan, presenting a clean start for the next set of strategic initiatives.
Mission

At the fall 2015 Board of Directors meeting, the team met to revisit the Strategic Planning effort first undertaken in the summer of 2009. The team also used the session to build trust and understanding and to openly discuss critical issues and major influences driving the culinary industry and ACF’s business. The result was recognition and closure of several strategic issues, an enhanced Strategic Plan (mission statement and strategies), and a footprint for each region and chapter to use as they better align their respective activities with the organization’s direction. This document incorporates those improvements and will solidify the direction of ACF.

The ACF Mission Statement is a short, succinct statement outlining our business goals and defining our customers:

The American Culinary Federation provides accredited educational programs, certifications, competitions and networking designed to enhance professional growth for all current and future chefs and pastry chefs.

Values

During the strategy sessions, the Board of Directors captured a set of core values that reflect the history and fundamental principles embedded in ACF’s 87-year history. These values have been a cornerstone of the organization, emphasizing the importance of not only what we do, but also how we do it.

These values are:

**INTEGRITY**

- Honor our commitments; trust one another; promote character enrichment;
- Value diversity in our workforce; exceed community environmental expectations; and exhibit fairness in all business practices.

**HIGH PERFORMANCE**

- Perform in everything we do; learn to live with ambiguity and uncertainty;
- Welcome future changes in our industry; learn to manage risk; use common sense; reward creativity and continuous improvement; and promote lifelong learning.

**COMMUNITY**

- Satisfy our customers; value our employees; serve our membership; develop strong relationships; and support our community.

**EXCELLENCE**

- Shape our future through quality and character in everything we do; set appropriate goals and be accountable; develop leadership, empower employees; promote teamwork; take pride in what we do; adopt a “can do” attitude; enhance our image; excel in customer service; and reward performance.
Vision

The vision statement creates an image of our mission. The vision is the ultimate journey through the challenges we face now and in the future. We, as members, must determine how our efforts impact our success along that journey. The ACF Board of Directors recognized the value of moving our membership toward a shared vision - one that energizes and motivates our profession to excel in service to our customers.

ACF’s Vision Statement is:

To be the leader in professional and personal development for the culinary community, while promoting current culinary techniques and preserving the history and skills of our craft.

Key Success Factors

- Foster Membership and Program Growth
- Demonstrate Financial Stewardship
- Align ACF for long term sustainability through the Strategic Plan
- Provide quality member services

Objectives

The table, ACF Strategic Plan Objectives, Strategies and Measurable Outcomes, identifies the essential links between the Strategic Plan’s objectives, strategies and measurable outcomes. The objectives identify the areas to monitor and measure to ensure comprehensive success of the organization and for the stakeholders. The strategies denote how the objectives will be accomplished, and are written in broad, general terms. The measurable outcomes evaluate performance. Specific annual targets were developed to quantify results and track successes.

The key action plans associated with each strategy provide details of new initiatives, or “actions,” that support attainment of the strategies. ACF will continually evaluate and monitor each of the strategies and action plans to ensure successful implementation. The following pages of this Strategic Plan identify the objectives, strategies and measurable outcomes vital to ACF’s success.
Our Strategies

Each Strategy contains a series of action statements that are deemed critical to the attainment of the targeted strategy. The current Board has volunteered to sponsor each of the action statements through implementation. Their individual sponsorship reflects a commitment to see the action to completion, utilizing support from the national office, regional and chapter participation. Progress will be reported during Board of Director meetings. The national office will maintain the information.

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<tr>
<th>OBJECTIVE</th>
<th>STRATEGY</th>
<th>MEASURABLE OUTCOME</th>
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<td>Empowerment of ACF Entities and Analysis of Current and Future Organization</td>
<td>Empowerment of Staff, Committees and Board of Governors</td>
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<td>Growth</td>
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<td>Services</td>
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<td>Development Plan</td>
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On the following pages, these Strategies and Action Statements are explained in additional detail.
Empowerment of ACF Entities and Analysis of Current and Future Organization

ACF, to achieve its maximum potential, must transition from functioning reactively and tactically when dealing with members, external organizations, internal committees and finances to a strategic business model. This Strategic Plan outlines a leadership structure that will encourage successful implementation, transitioning and the continuation of the planning process through generations of leadership to come.

As work progresses toward a more businesslike approach to running the organization, ACF needs to be cognizant that the Board of Directors should be focused on strategy rather than tactics. Through the directives of the Board of Governors and the Board of Directors, it is then the job of the ACF national office and committees to handle the tactical aspects of running the organization. In turn, the responsibility for monitoring the progress of each Strategic Plan will be delegated to the ACF Internal Audit Committee, which will include a description of progress as part of its annual report.

In addition to these administrative strategies ACF must look to its members, its partners and to the greater culinary community which it is a part of to align itself with the needs of its own members, the desires of its partners and the influence of America’s food community.
EMPOWERMENT of ACF National Office
The ACF national office, in particular the management, is experienced and knowledgeable in their applicable areas, and they are dedicated to the betterment of ACF and the implementation of the mission and vision. The Board of Directors will empower the ACF national office by listening to their needs, recommendations and ideas. The Board of Directors will provide advice, oversight and trust that the national office will guide them to make educated decisions for the organization’s benefit and financial stability.

EMPOWERMENT of Committees
ACF and American Culinary Federation Education Foundation (ACF EF) committees and commissions need to assume more responsibility in developing the organization, per the Strategic Plan. The committees/commissions need to establish or revisit policies and procedures. The ACF Board of Directors would review and approve the committees’ policies and procedures. By coupling the policies and procedures with the initiatives and mandates from the Board of Directors, the committees will become stronger and will assume more focused roles. As such, the Strategic Plan can be achieved.

EMPOWERMENT of Board of Governors
Once adopted by the ACF Board of Governors, this Strategic Plan will be the job description for the Board of Directors, ACF’s leadership entity. Through the Strategic Plan, along with ACF bylaws and policies and procedures, the Board of Governors has the responsibility of holding ACF leadership accountable for the initiatives within the Strategic Plan. Even through Board leadership transition via election and other matriculation, the course of ACF should be guided successively by the Strategic Plan.
CONDUCT A COMPREHENSIVE Member Survey by the end of 2017

During the Strategic Planning sessions conducted by the ACF Board of Directors in 2015 and 2016, comprehensive Board and staff surveys were conducted. The data compiled was instrumental in not only this transition plan, but also in the decision to make it a shorter transition plan rather than a five-year plan. To complete the overall view of ACF, a membership survey must accompany the two already completed. This data will form the core set of information for the next full plan to be started during the transition plan term.

DETERMINE IF A STUDY investigating the merits of the current ACF legal and organizational structure versus other possible options is warranted.

Both the staff and Board surveys indicated strong motivation to investigate these factors. If the membership survey has similar indicators then this discussion becomes imperative.
ALIGNMENT of Partnerships

There are more than 1 million foodservice workers in the United States, and ACF should be the leader in food preparation and setting the standards in the industry. ACF has alienated certain sectors of the industry in the past, which has resulted in the formation and development of other organizations now in strong competition with the Federation.

Barriers that were created many years ago could be broken by opening ACF up to establishing industry partnerships. The goal is to mutually bond and work together to promote the culinary profession, not to replace or change these other organizations. This will be accomplished by developing a list of foodservice organizations with similar missions, establishing which of these organizations currently have relationships with ACF and analyzing the return on investment of the existing relationships. Then, ACF should decide whether to strengthen the relationship or discontinue it, and investigate the remaining organizations to determine which bear a potential for return on investment if an alliance is formed with ACF, as well as reaching out to those designated to seek partnership opportunities.

MONITORING of Strategic Plan

ACF must ensure that through leadership changes, politics and the daily distractions that affect us all, that the Strategic Plan is monitored diligently so that the growth and continuity of progress is maintained from year to year and administration to administration. This may be achieved through the following:

- Conduct a review of current sponsor relationships
- Set “dream list” of potential new sponsors based upon above criteria
- Develop target list of organizations with similar missions
- Evaluate current partnerships for return on investment
- Investigate new alliances for return on investment
- Approach and cultivate mutually beneficial partner alliances to promote the culinary profession

Now is the time to embrace ACF by becoming leaders in the organization and strengthening ACF’s image across the United States. ACF should be recognized as an industry leader.
Increase Professional Chef Memberships

The professional chef is one of the most visible and popular icons today. Demographic information shows that this segment of ACF membership is not growing and may be decreasing. Public visibility, purchasing power and managerial knowledge make it an important target group for membership growth, especially as it pertains to soliciting sponsorships. ACF must increase this membership category substantially.

Promote to Organizations that Hire Chefs

One of the motivators for chefs to join ACF is increasing their employment opportunities, gaining employment or improving their current employment situation. Directly related to that is the dynamic of employers who see value in ACF and are willing to pay for their chef employees’ memberships. For these two reasons alone, promoting the ACF brand to employers of chefs is beneficial, as it increases the likelihood of employers paying membership dues for currently employed chefs and/or hiring an ACF member or ACF-certified chef. The return on investment for ACF is increased membership due to employers advocating the value of ACF.
Build Growth through Quality Educational Programs

Much of the perceived value of ACF, externally and internally, is generated through educational programs, certification, accreditation and apprenticeship. A great deal of ACF’s revenue is also generated by these programs. Therefore, sufficient administrative, budgetary and strategic priority needs to be allocated to ensure that these programs continue to thrive.

Chapter Business Model Determination

There are several chapters who have hired executive directors. There are some chapters who offer unsanctioned, undocumented “local memberships.” In 2013, the North Carolina chapter engaged in a three-year, ACF-sanctioned experiment of merging all state chapters into one large chapter. These differing strategies must be examined and a determination made if any of them are worthy of further national support.
Create a Framework for Community Engagement Partnerships

ACF, nationally and locally, should work in harmony when pursuing any strategic partnerships to include: foodservice companies and agencies, charitable organizations, media, government entities, the military, etc. While many chapters operate autonomously, there needs to be an established road map as to how and with whom these relationships are formed. This will prevent segments of ACF from working against one another and should lessen duplication of efforts over the years.

Policies and procedures will be established to determine which types of partnerships and events, such as trade shows and culinary industry conferences, are appropriate for ACF at the national, regional and local chapter levels. Considerations in establishing the guidelines will include return on investment, financial practicality, positive exposure for ACF, exchange of services, long-term strategic viability and benefits to members, among others. Special consideration will also be given when entering into partnerships with organizations that are structured in a way that the relationship can be cultivated on national, regional and local chapter levels.
ACF has numerous programs and services in place designed to strengthen the return on investment and enhance the professional development of the member—a key element of the organization’s core values and mission statement.

**Regional Conferences and National Convention**

ACF manages two regional conferences and one national convention annually. The purpose of these events is to provide educational and networking opportunities for attendees, while encouraging participation in competitions, philanthropic and social activities. While ACF’s membership is diverse, the premise of “something for everyone” is vital in producing a successful event.

The ACF events management team has gathered valuable historical information to consider in the planning of future events. Possible factors include economic forecast, transportation costs, relationships with hotels and local ACF chapters, and ACF’s ability to continue to provide professionally executed events.
Certification

The NCCA accreditation of the four identified levels (CEC®, CSC®, CEPC®, and CCE®) is in place and being maintained with the next reapplication due April 2019. The levels of certification not accredited, will also follow these standards. The maintenance of the accreditation requires periodic review of the assessment/requirement for each level for relevancy to the current job market. We have included the non-accredited levels in these reviews. The reviews started in 2015 with the Job Analysis of the savory levels and will be completed in December 2018 with the pastry levels. The pace and decision of these changes will depend greatly on member involvement.

In addition to the market relevancy reviews, the certification commission has been tasked to look at each level as a step towards the master levels (CMC®, CMPC®) of certification when updating the requirements for each level.

The Chapter Leader Certification Toolbox is in development to better promote certification and support candidates through the process. It will include a PowerPoint presentation, a new practical-exam administration guide, a comprehensive CEC® candidate manual, a promotional video and an overview grid with estimated costs.

Accreditation

On the cusp of celebrating our 30th year of programmatic accreditation, the ACFEF’s post-secondary and secondary programs continue to grow and expand both nationally and internationally. In the dynamic realm of our educational systems, the value of accreditation is consistent. Accreditation signals that the public can have confidence in the worth of an institution or program. Accreditation is BOTH a process and a status of external, fair assurance that student resources are in place to assist students in successful and applicable completion of their course of study.

Capitalizing on the interest in and continued momentum of ACFEF accreditation, the Commission recognizes the need to remain relevant and service so therefore objectives and goals have been identified to strengthen and further enhance our existing industry reach and find inventive ways to remain at the forefront of the culinary accreditation curve. To meet with success and achieve our goals, the following priorities must be addressed and integrated into the long-term plans of ACF:

- Promote Value and Benefits of Certification to Chefs and Employers
- Establish ACF as the Premier Organization for Culinary Certification
- Develop a Chapter Leader Certification Toolbox to Promote Certification and Support Candidates
- Increase Availability and Accessibility of Certification Written and Practical Exams
- Promote Value and Benefits of Certification to Chefs and Employers
- Grow industry awareness and appreciation for all aspects of educational programs, including but not limited to, accreditation
- Training
- Marketing
- Education
- • Clearly develop and cross-market educational and career pathways
- • Diverse and integrated training programs and platforms designed to strengthen all programmatic outlets and segments
- Community Outreach and programmatic partnerships
Publications

Digital versions of The National Culinary Review (NCR) and Sizzle premiered in April 2010. The decision to publish digitally was based on eliminating printing and postage costs, enhancing the reader’s experience and reducing ACF’s carbon footprint. Increased savings were seen in the bottom line as a result of printing fewer magazines. The content of both publications was revamped to better meet readers’ needs and offer industry-wide information. Challenges include providing additional member benefits through the digital publications, continued advertising sales and maintaining quality delivery of digital publications. ACF has also created and redesigned its e-newsletter, The Culinary Insider, to reflect the changing needs of the membership and the organization.

Apprenticeship

Apprenticeship programs continue to grow and the military program remains strong. The ACF EF apprenticeship committee simplified the programmatic structure, as well as the required paperwork, to encourage expansion. An online community with program tools was developed to support program coordinators. Marketing efforts are focused on developing programs in country clubs and corporations.

- Identify and develop related instruction opportunities
- Create tools to assist program coordinators
- Increase number of apprenticeship programs across the nation
- Develop targeted marketing strategies for each segment: foodservice establishments, educational institutions and ACF chapters
- Provide Professionally Written, Visually Appealing Publications in Print and Digital Form
- Continue Content and Design Enhancements of the Publications to Meet ACF Member Needs
- Maintain Implementation of NCR Digital Format to New Members to Incur Cost Savings
- Enhance Marketing Efforts of Sizzle to Culinary Students to Increase Distribution and Promote Benefits of ACF Membership and Certification
- Increase Distribution of NCR
FINANCE  Maximize our financial performance through fiscal responsibility

Develop a Financial Model that Maximizes Return on Investment

ACF’s financial strategy will include viewing each area, department and project as it relates to return on investment, both financial and social, to maximize the intent to practice good financial stewardship. This includes examining underperforming programs and making recommendations for continuation.

Develop a Return on Investment guideline which sets the minimum criteria that the investment must return before any project or program can be implemented.

Develop a Financial Model that Maximizes Return on Investment

Initiate Review Processes to Audit Existing and New Programs and related Budgetary Expenses.

Evaluate Return on Investment

Institute Annual procedure for Recommendations of Programmatic Revisions Based Upon Evaluations.


Practice Rigorous Internal Expense Controls of Staff, Committees and Board.
Finalize a Business Case Model for Budgeting Approval

There are many departments and areas that make up the ACF budget. Most of them are tied to services that the member receives directly or indirectly. Currently, budgets are derived from historical data, forecasting and new programs and initiatives by ACF management. The review process entails approvals by the National President, National Treasurer, ACF Finance & Investment Task Force and Board of Directors. Upon finalization, the budget is sent to the Board of Governors prior to the national convention where at the Board of Governors meeting, a vote takes place.

Currently, budgetary consideration for committees and commissions is based on historical trends and from opinion and review by the Board of Directors, per the methodology described. A major percentage of ACF’s revenue, activities, staffing levels, member benefits and public exposure comes through the work of the committees and commissions and their corps of volunteer chefs. Therefore, a budget approval process should be in place for these committees to oversee their own funding levels.

Build a Development Department for ACF

After reviewing the potential sponsorships and grants, it is evident that ACF needs to seek external assistance from someone who will be paid or receive a commission based on secured funds. This could be a case-specific grant writer who would eventually transition into a development director.

Executive Director to write Job Descriptions for Both a Development Assistant and a Director of Development

Recruit Member Chefs with Not-for-Profit, Fund Raising Background to serve on Development Committee to assist in providing resources

Identify areas of ACF that are Appropriate for Grant Support

- ACF Culinary Team USA
- Accreditation
- Apprenticeship
- Diversity Initiative in Education and Membership
- Chef and Child Foundation
- Identify New Initiatives that Could be Funded Through Grants
- Include New Position in Budget
- Recruit to Hire Position
Appendix 1: Position Paper

Business Models for Future ACF Chapters

Background
Historically the chapters have been encouraged to mirror the business model of the national office which was developed when the national membership numbers were but a few hundred. This approach made sense at the time. Over the past several decades the national office business model has evolved to what it is today yet the approach to chartering chapters and assisting them in creating a relevant business model has not. While the current model may serve the small pockets of members in remote locations, it is outdated for the greater concentrations of current and potential members residing in large metropolitan areas or markets.

Goal
Determine if the interest is warranted to create an ACF nationally-sponsored, promoted chapter business model. The model is structured to drive brand recognition outside the immediate circle of influence, increase professionalism in our ranks through member development, achieve annual increases in local memberships, retention and program sustainability through higher quality educational and networking venues that highlight, use and promote local talent.

Assumptions
• Most major metropolitan areas should represent a finite number of chapters. The number of chapters in an area should be determined after careful consideration and research into the potential size of referenced markets and its ability to generate cash flow sufficient to sustain the number and quality of programs required by a modern chapter's ability to not only meet but surpass the members' minimum expectations.
• The ACF Chapter Development Manager should be a full-time position supported by the Membership department to identify the size of markets, suggest the form of chapter charters that is business appropriate and have the ability to organize it and get it off the ground.
• Develop a national standardized job description for chapter level Executive Directors and Office Managers.
  • Should provide guidance for the recruitment of and hiring of referenced Directors.
• Key area of responsibility, (refer to goals)
  • Assist in retaining lawyers who are able to help establish the different types of 501's that will be required.
  • Develop a short- and long-term national budget sufficient to support the establishment of this initiative.

Recommendations
• Tier one chapters stay with the current business model. It supports the smaller markets such as cities, towns or resort locations under 100K – 500K unless they fit under the charter of a tier two chapter.
• Tier two would likely mirror what is done in Colorado and what is emerging in Arizona, North Carolina and Washington.
  - They must have a full time executive director and office manager that create the needed focus for promoting the ACF brand while providing the sorely needed administrative and marketing support. They are the State Chapter that has a sole charter and is capable of supporting in various degrees the needs of all other sub-groups falling under their charter and within their state.
• Tier three are not State Chapters but are Market Specific Chapters. They would be supported by large metro areas such a NY, Philly, Boston, San Francisco, and Detroit. This would apply to states with multiple large markets such as Texas, Ohio, New York, California and Florida.
  - These should also have full time executive directors and office managers to create the needed focus for promoting the ACF brand while providing the sorely needed administrative and marketing support.

Benefits
• Establishes a stronger, vibrant chapter business model that is in line with what is needed to promote the ACF brand.
• Has the potential of growing membership in all categories by encouraging and requiring the chapters to raise funds and budget sufficiently to support staff and programs that give back increased value for membership dues.
• If Colorado can be used as a model, the top line membership numbers could increase exponentially.
• Develops stronger leaders that provide vision for the association because they are not focused on the details.
• The chapter design requires that everyone in a leadership position step up and into a new paradigm of professionalism.
• Everything runs as a business and not as a social club but retains the critical elements of such by providing higher quality education and networking venues.
• We move beyond the business model of a good old boys club to a paradigm of a serious business.
• Fewer numbers in the Board of Governors.

Drawbacks
• Could initially alienate members that have serious aversions to change, especially those in it strictly for self-promotion and self-aggrandizement.
• Fewer numbers in the Board of Governors.
Appendix 2: Create and communicate a focused identity for ACF: brand awareness, marketing, and communications

Background
The ACF brand has been focused as sharply as ever in its history during the past ten years. Logos, publications, events, and the national office capacity are all poised to take the leap to the next level. Most other sections of this plan rely upon the success of this strategy to succeed and the success of every other strategy contributes to the well-being of this one. The ACF brand must expand its base and exposure through sound marketing and communication strategies.

Strategies
• Promote Strategic Plan to internal customers (staff, Board of Directors, members, institutions) and external population.
• Connect and partner with nonprofit community in a meaningful way. Special attention should be paid to partnering with organizations that have good media exposure and that have a mission to match with ours.
• Set goals for media exposure
  • TV
  • Print
  • Web
  • Social Media
• Conduct a review of communication pieces/tools currently offered
  • Analyze for ROI
  • Decide which need revision for incorporation of Strategic Plan elements
  • Analyze for redundancy
  • Analyze for effectiveness
• Research to determine gaps in communication pieces
• Make decisions on revisions, additions and elimination of communication tools