



SHAFER  
LEADERSHIP  
ACADEMY<sup>SM</sup>

LEADERSHIP DEVELOPMENT FOR EAST CENTRAL INDIANA

# STRATEGIC PLAN 2019-2021



## STRATEGIC PLANNING CORE TEAM

### **Corey Spaulding**

Past Vice President

Shafer Leadership Academy Board of Directors

### **John Marske**

President

Shafer Leadership Academy Board of Directors

### **Peggy Cenova**

Vice President

Shafer Leadership Academy Board of Directors

### **Andrew Dale**

Director Emeritus / Co-Founder

Shafer Leadership Academy Board of Directors

### **Joann McKinney**

Past President

Shafer Leadership Academy Board of Directors

### **Brian Haughn**

New Member

Shafer Leadership Academy Board of Directors

### **Sue Godfrey**

Board Recruitment & Development Team Chair

Shafer Leadership Academy Board of Directors

### **Mitch Isaacs**

Executive Director

Shafer Leadership Academy

### ABOUT US

**Shafer Leadership Academy** is a community leadership institute where people of all ages, backgrounds, and interests can access the tools necessary to develop and enhance their leadership skills. We provide scheduled leadership offerings, facilitate various leadership events, and build tailor-made courses for individuals and organizations that desire to reap the benefits of personal, organizational, and civic leadership development.

**We believe** effective and enthusiastic leaders, more than anything else, are the difference between success and failure within the organizations and communities they represent. Our organization and all of our programming is built upon this idea.

**Our program lineup is organized into two areas:** 1) Community Programs and; 2) Custom Programs. Our Community Programs facilitate powerful exercises and enlightening interactions with others, so participants can discover effective leadership. These programs are offered at low cost, or free, and made available to the public at the Innovation Connector.

**Our Custom Programs** provide organizations the unique ability to create a program that fits the individual leadership development needs of its team. By utilizing Shafer Leadership Academy's expertise and resources, organizations can construct exactly what they need; from a single day event to a comprehensive staff development program.

## future **VISION**

**Empowering people to inspire positive change in their community.**

**Our participants excel in their careers, enrich the lives of others and transform their communities.**

## everyday **MISSION**

**Shafer Leadership Academy provides inclusive leadership development so that people, organizations and communities reach their full potential.**

## core **VALUES**

### **WE:**

**EMPOWER > see potential in others + conduct outreach + see outside of ourselves**

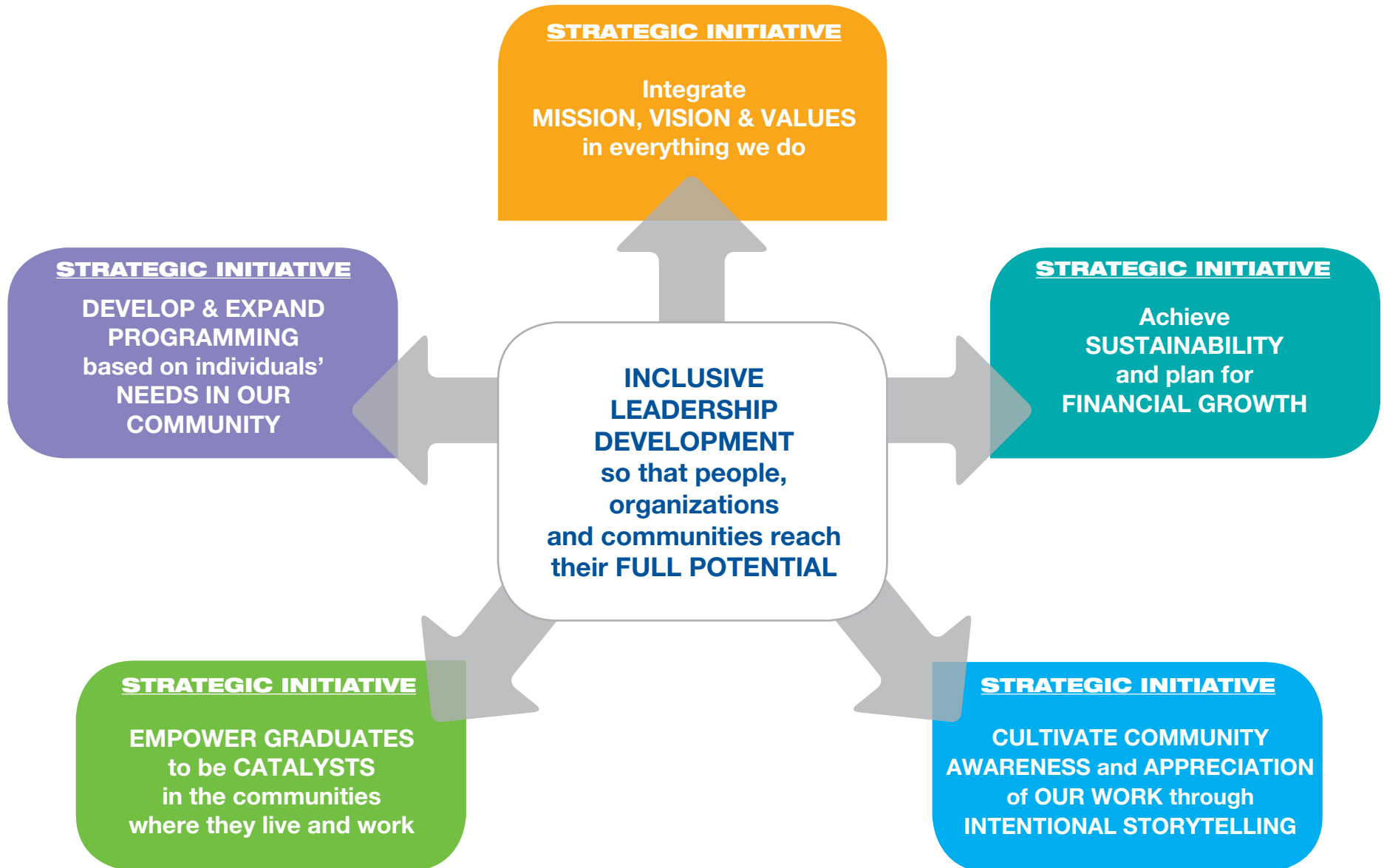
**MODEL INCLUSIVENESS > invite varied voices to the table + embrace differences**

**SERVE > we grow by serving others and our community + we encourage service in others + goodwill**

**SHOW COMPASSION > kindness + empathy + thoughtful concern + willingness to help others**

**FOSTER CATALYSTS > be the change you want to see + hopeful + can do attitude**

**PROMOTE SELF-DISCOVERY > self-awareness + awareness of personal passion + continuous learning**





future **VISION**

Inspiring people to inspire positive change in their community.

Integrate Refreshed  
**MISSION, VISION & VALUES**  
into everything we do

# STRATEGIC PLAN 2019-2021

## STRATEGIC *INITIATIVE 1*

### GOALS

- #1:** New mission, vision and values reviewed, discussed and approved by the Board of Directors.
- #2:** New key messages are developed as a result of the new mission, vision and values.
- #3:** Use the mission and new strategic framework to inform board/leadership decisions in the future.
- #4:** Update appropriate materials to reflect new language.

everyday **MISSION**

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future **VISION**

Inspiring people to inspire positive change in their community.

**Build a sustainability and  
financial growth model  
for SLA**

**GOALS**

- #1:** Build a recession proof financial model that expands capacity in programming, outreach and staffing.
- #2:** Assess SLA's current and future staffing needs.
- #3:** Succession plans for when key individuals (both volunteer and staff) leave the organization.
- #4:** Determine geographic outreach (limits) to determine SLA's scope.
- #5:** Determine role of custom programming in the financial model.

everyday **MISSION**

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future **VISION**

Inspiring people to inspire positive change in their community.

**DEVELOP & EXPAND  
PROGRAMMING  
based on individuals'  
NEEDS IN OUR  
COMMUNITY**

# STRATEGIC PLAN 2019-2021

## STRATEGIC *INITIATIVE 3*

### GOALS

- #1:** Determine programming needs/gaps as it relates to new mission, staying relevant/what's next and community need.
- #2:** What do we do, who do we do it for and why? Identify specialty audiences (youth, etc.) to determine if new programming is needed.
- #3:** Is what we are doing making an impact? Ensure program measurement process is adequately serving needs – make improvements as needed.

everyday **MISSION**

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future **VISION**

Inspiring people to inspire positive change in their community.

**EMPOWER GRADUATES  
to be CATALYSTS  
in the communities  
where they live and work**

# STRATEGIC PLAN 2019-2021

## STRATEGIC *INITIATIVE 4*

### GOALS

**#1:** Determine SLA's role in being a bridge builder to connecting graduates with service opportunities.

**#2:** Are we impacting diversity in leadership in communities? Identify who needs us and get them to show up.

everyday **MISSION**

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future **VISION**

Inspiring people to inspire positive change in their community.

**CULTIVATE COMMUNITY  
AWARENESS and APPRECIATION  
of OUR WORK through  
INTENTIONAL STORYTELLING**

**GOALS**

- #1:** Strategic communications plan to spread the word about SLA new messaging with refreshed mission.
- #2:** Solidify the story we need to share with the community and tie impact assessment to messaging.
- #3:** Identify strategic partnerships that make sense.

everyday **MISSION**

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