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

**EVERYDAY MISSION**

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

**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.

**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
Achieve SUSTAINABILITY and plan for FINANCIAL GROWTH

INTEGRATE MISSION, VISION & VALUES in everything we do

DEVELOP & EXPAND PROGRAMMING based on individuals’ NEEDS IN OUR COMMUNITY

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

CULTIVATE COMMUNITY AWARENESS and APPRECIATION of OUR WORK through INTENTIONAL STORYTELLING

INCLUSIVE LEADERSHIP DEVELOPMENT so that people, organizations and communities reach their FULL POTENTIAL

INTEGRATE MISSION, VISION & VALUES in everything we do
Integrate Refreshed MISSION, VISION & VALUES into everything we do

**future VISION**

Inspiring people to inspire positive change in their community.

**everyday MISSION**

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

**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.
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**future VISION**

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**STRATEGIC PLAN 2019-2021**

**STRATEGIC INITIATIVE 2**

**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.

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

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

future **VISION**

Inspiring people to inspire positive change in their community.

DEVELOP & EXPAND PROGRAMMING based on individuals’ NEEDS IN OUR COMMUNITY

**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.
**future VISION**

Inspiriting people to inspire positive change in their community.

**everyday MISSION**

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**STRATEGIC INITIATIVE 4**

**EMPOWER GRADUATES**

to be CATALYSTS in the communities where they live and work

**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.
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future VISION

Inspiring people to inspire positive change in their community.

everyday MISSION

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CULTIVATE COMMUNITY AWARENESS and APPRECIATION of OUR WORK through INTENTIONAL STORYTELLING

STRATEGIC INITIATIVE 5

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.