

The Association for
**Animal Welfare
Advancement**



**STRATEGIC
FRAMEWORK**

and

**2019-2021
STRATEGIC PLAN**

The Association Strategic Framework

Mission Statement

The Association for Animal Welfare Advancement develops strong leaders, promotes standards of practice, and cultivates collaboration to advance the animal welfare profession with a unified voice.

Vision/Long-Term Goals

1. THE ASSOCIATION is respected as *the* voice for effective leadership of animal welfare, care and control agencies, and related issues where this expertise is essential.
2. THE ASSOCIATION is the source for professional knowledge, best practices and standards of competency concerning leadership of animal welfare, care and control organizations.
3. THE ASSOCIATION is the catalyst for continuous professional development of agency management and elected leadership teams.
4. THE ASSOCIATION is the access point to a robust network of experience, expertise, ideas and resources willingly shared by its members who represent the full diversity of animal welfare, care and control agencies.
5. THE ASSOCIATION is a sought-after partner with industry and related animal welfare organizations pursuing mutual goals and interests in advancing the profession.
6. THE ASSOCIATION operates with the infrastructure, volunteer and staff leadership and financial capacity required to fulfill its mission at the highest levels of excellence.

The Association Core Values

Accountability

We believe that as leaders in animal welfare, we are accountable to each other, to the communities we serve, and to the collective impact we seek to make as a profession.

Collaboration and Respect

We believe in respectful discourse no matter how challenging the issue or however strongly we believe in our individual opinions. We believe that we become enlightened when we are open to diverse perspectives, assume the best in others' intent, and that this will, in the end, lead to better decisions.

Professionalism

We believe the responsibility we carry within our communities demands the highest levels of professionalism and a commitment to lifelong learning. Professionals in animal welfare, care and control conduct themselves with decorum, ascribe to high standards of competence, and work to implement best practice in the operation of their agencies.

Transparency

We earn the respect and trust of all those in animal welfare because we act honestly and are clear in our intent to address the issues and challenges through open dialog and engagement of diverse perspectives. We believe this is the only way we can advance collectively as a profession.

Community

We believe that every member of The Association has something of value to contribute to the richness of the animal welfare community, and that each member should feel welcomed, included and appreciated as peers for their experience and perspective.

Creativity

We work to support an environment that fosters creativity and that celebrates new ideas and different perspectives.

Lifelong Learning

We believe a commitment to continuous professional development is essential to success in animal welfare.

Stewardship

We operate The Association as diligent stewards of the resources our members and partners contribute. We strive for the greatest efficiency in our operations so that we may invest more in the development of programs and services that provide value to our members.

2019-2021 Strategic Plan

LEADERSHIP, OUTREACH AND INFLUENCE

Strategic Issue: *Voice of Animal Welfare*

2021 Milestones

By 2021 . . .

- The Association has reframed the story of animal welfare and provided members with the messaging, tools and skills to better communicate the work and impact of their agencies in their communities.
- The Association convenes, on a regular basis, forums and other opportunities for critical conversation to address challenging industry issues.
- The Association is respected as the voice for leaders of animal welfare agencies and is asked to be part of planned gatherings convened on a national level.
- The Association has a process in place to determine questions or issues the industry needs to address and to stimulate interest by funders and the research community to address them.

2019 Deliverables

- MED- Leadership of the PetSmart Charities thought leader work on metrics is transitioned to The Association.
- MED - Empower members to be the voice, providing tools:
 - The Association role in defending members from unwarranted attack: *We Are One*.
 - Develop guidance for The Association on when to act using civil discourse/voice of reason and determine when our voice should be proactive or reactive.

Strategic Issue: *Professional Standards and Competency*

2021 Milestones

By 2021 . . .

- The CAWA certification is more accessible and valued as an integral part of an animal welfare professional's development pathway.
 - Most large, well-resourced organizations require or prefer CAWA for senior level staff positions
- An assessment tool for competency has been developed.
- Launch CAWA prep coursework in partnership with a university

2019 Deliverables

- **HIGH** - Resolve the ongoing dispute with Metacred and free-up the CAWA exam forms and any other material assets presently being held "hostage".
- **HIGH** – Finalize agreement with our new certification vendors and relaunch the CAWA program.
- **HIGH** - Retool messaging around the CAWA program.
- MED – Finalize partnership with a university to provide online CAWA prep coursework and potentially other for-credit and non-credit programming.

Strategic Issue: *Scholarships and Awards*

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| 2021 Milestones |
| By 2021 . . . <ul style="list-style-type: none">• Scholarships / awards are aligned to reflect / reinforce The Association mission.• Scholarships are financially sustainable. |
| 2020 Milestones |
| By 2020 . . . <ul style="list-style-type: none">• There is an ad hoc committee for awards.• The Association has defined number and type of awards. |
| 2019 Deliverables |
| <ul style="list-style-type: none">• MED – Clearly define the value of the scholarship program to The Association.• HIGH – Determine the financial sustainability (including funding options) of a scholarship program. |

Strategic Issue: *Membership Development*

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| 2021 Milestones |
| By 2021 . . . <ul style="list-style-type: none">• The Association has a targeted communication and outreach strategy in place to engage different segments of the industry within THE ASSOCIATION. |
| 2019 Deliverables |
| <ul style="list-style-type: none">• HIGH - Align The Association's professional development and membership marketing strategies to reinforce the inherent value of membership.• HIGH - Develop targeted messaging on The Association's value proposition and deliver to each segment of the industry.• MED - Determine the best platform for online communities and implement, starting with each of the OnPOINT teams.• MED - Consider options for development of mentorship opportunities between members. |

VALUE TO MEMBERS

Strategic Issue: *Professional Development*

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| 2021 Milestones |
| By 2021 . . . <ul style="list-style-type: none">• Microcredentialing strategy has been developed.• Deliver 60 webinars and recordings between 2019-2021.• Conferences have been retooled and rebranded.• Evaluate feasibility of developing our own CAWA exam source material |
| By 2020 . . . <ul style="list-style-type: none">• Potential partnerships with other training providers have been explored and expanded.• A PD assessment tool has been developed for members so they can identify gaps in their competencies and understand how our PD can fill the gaps. |
| 2019 Deliverables |

- **HIGH** – Select and implement a Learning Management System. (LMS)
- **MED** - Repurpose conference content to expand webinars.
- **HIGH** - Develop member/non-member LMS access plan.
- **MED** - Redefine focus of each conference.
- **HIGH** - Secure sponsorship for professional development.
- 2020 and beyond - Begin expansion of The Spring Conference for Animal Welfare Advancement (formerly known as the Management Conference) learning tracks to accommodate changing specialties within animal welfare (e.g., shelter medicine, animal behavior, animal care & control).

Strategic Issue: *Practices, Tools and Resources*

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| 2021 Milestones |
| By 2021 . . . |
| <ul style="list-style-type: none"> • Resources on website have been evaluated and reorganized. • Continue to define and publish best practices. • The Association has developed website analytics. |
| 2019 Deliverables |
| <ul style="list-style-type: none"> • HIGH - Identify process for reviewing, updating, and organizing website content – Identify gaps. • HIGH - Remove or update broken links on website • MED - Remove outdated info on website • HIGH - Identify how we can use questions that arise via Facebook discussion groups to inform selection of new web content and tools. • HIGH Best Practices committee to create a template/path for groups to help create best practices • HIGH – Compensation and Benefits Survey becomes an online searchable database. |

Strategic Issue: *Member Networking, Collaboration and Support*

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| 2021 Milestones |
| By 2021 . . . |
| <ul style="list-style-type: none"> • There are robust opportunities for members to network and collaborate. • There is a platform for online communities (OnPOINT). |
| 2020 Milestones |
| By 2020 . . . |
| <ul style="list-style-type: none"> • The Association has developed CAWA prep/study groups. |
| 2019 Deliverables |
| <ul style="list-style-type: none"> • HIGH – Develop, launch and monitor a regional representative structure. • MED - Investigate mentor opportunities at a regional level. • HIGH – Develop new networking opportunities at conference and online. |

Strategic Issue: *Evolution of THE ASSOCIATION Value Proposition*

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| 2021 Milestones |
| By 2021 . . . |

- The Association is the primary resource for the development of leaders in all segments of the industry.

2019 Deliverables

- **HIGH** - Conduct an assessment comparing The Association's service offerings to clearly defined industry needs/desires
- 2020 & 2021 - Fill the gaps identified by the assessment.

GOVERNANCE AND OPERATIONS

Strategic Issue: *Financial Sustainability*

2021 Milestones

By 2021 . . .

- CAWA program is profitable (prep, exam, recertification).
- Board has an active role in cultivation, solicitation, and stewardship of sponsors.
- The Association has developed diversified revenue streams.

2019 Deliverables

- MED - Develop business plan for The Learning Center.
- MED - Targeted strategic membership recruitment (large organizations, municipalities) and broaden membership base.
- **HIGH** – Re-establish a development/sponsorship Committee led by the Board and working hand-in-hand with the staff to increase sponsorship dollars based upon budgetary needs.

Strategic Issue: *Membership Engagement and the Member Experience*

2021 Milestones

By 2021 . . .

- The Association is viewed as inclusive and embracing of thought and approach and has methods in place to tap the breadth of professional perspectives and practices within the membership in the work of The Association.
- An intentional effort is made to reach out and engage new members and new volunteers, and offer a range of meaningful, convenient opportunities to contribute (e.g., engaging members in Best Practice Committee and subcommittees.)

2019 Deliverables

- **HIGH** - Strengthen the messaging to new members about the various ways to get involved in The Association.
- **HIGH** - Continue to expand and develop OnPOINT teams, broadening participation, sharing conversations and soliciting more member input/issues.
- MED - Develop a strategy for member recruitment, with a focus on animal control, rescues.
- MED - Track sources of new members and leverage the impact of The Association rebranding.
- **HIGH** - Support new member/new Conference attendee engagement through the 'nest' networking opportunity.
- **HIGH** - Gain past board member engagement.

Strategic Issue: *Board Development*

2021 Milestones

By 2021 . . .

- The composition of The Association's Board of Directors is more reflective of the diversity within the animal welfare industry: Diversity defined not by race, ethnicity or gender, but types of organization represented.

2019 Deliverables

- **HIGH** - Identify and begin to cultivate possible board candidates that are reflective of
 - Non Brick and mortar
 - S/N Agency
 - Shelter medicine professionals
- **HIGH** - Charge board Governance Committee to amend/edit board matrix to add other potential categories
- **HIGH** - Governance Committee to develop pathways to cultivate future board candidates