

# 2011 - 2016 Strategic Plan

**The Links, Incorporated**

**Margot James Copeland, National President**

Leading with Excellence  
Serving With Grace





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## **National Strategic Planning Committee Members**

### **Eastern Area**

Brenda Irons-LeCesne  
Cynthia Morris  
Gloria R. Parker, Chair  
Sandra McFarlin

### **Southern Area**

Cassandra Whitfield  
Deidre Billingslea  
Sharon Devine Harris

### **Western Area**

Deborah Beavers-Watford, Co-Chair  
Diane Harris-Wilson  
Ida Seymour Daniel  
Karla Smith Fuller  
Sonja Johnson Williams

### **Central Area**

Brenda Terrell  
Vivian Davis



March 15, 2011

To: Link Margot James Copeland ([nationalpresident@linksinc.org](mailto:nationalpresident@linksinc.org))  
From: Link Gloria Parker, National Strategic Planning Chair  
Subject: Transmittal of the Draft 2011 National Strategic Plan of the Links, Incorporated

Link Margot:

I am honored to transmit the draft 2011-2016 Strategic Plan for the Links, Incorporated, on behalf of the National Strategic Planning Committee, to you and the National Executive Council for your review, comments and approval.

The 2011-2016 draft Strategic Plan is based on the draft 2010 Strategic Plan presented at the Detroit Assembly in 2010, the Six National Priorities and the National Executive Council Committee Goals submitted at the National Executive Council Meeting in November 2010.

The 2011-2016 draft Strategic Plan contains 3 sections:

1. Overview and the Strategic Plan
2. Template for Cascading Goals at the Chapter level,
3. An appendix section which contains the summary document for National Executive Council Goals for the Six National Priorities

As Chair of National Strategic Planning, I thank you for appointing such motivated, hard working and qualified Sister Links as members of this important committee. The number of hours it took to meet the March 16<sup>th</sup> deadline is evident as you read the detailed draft Strategic Plan.

One of the Action Plan Goals of the 2011 draft Strategic Plan was that all Link Chapters would develop a Strategic Plan. I believe we are on target and the Goals, Training Plan, Curriculum and Time Line, which we have developed and will forward under separate cover, will support our efforts to assure all Chapters have a Strategic Plan which supports the Six National Priorities by the end of January, 2012.

It is our hope that the Strategic Plan once approved will be posted on the Links, Incorporated web site, and that a web based training module on Strategic Planning and Cascading Goals will be available to Chapters that compliments all the tools developed to assist Chapters with Strategic Planning.

Consistent with the 2011 National Plan, the bottom line message we want to make sure Chapters receive is that "With these tools, Chapters can effectively engage their

members in a dynamic process that enables Chapters to positively, proactively transform the communities they serve and measure their success.”

I am available to answer any questions or discuss any issues you may have related to the draft 2011-2016 Strategic Plan.

Thank you for extending your vote of confidence in my ability to serve as Chair of National Strategic Planning.

With respect,

Link Gloria Parker, Chair  
National Strategic Planning Committee

**Committee Members**

**Eastern Area**

Brenda Irons-LeCesne  
Cynthia Morris  
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Vivian Davis



## Links History

On November 9, 1946, Margaret Hawkins and Sarah Scott, two young Philadelphia matrons, invited seven of their friends to join them in organizing a new type of inter-city club. The two women envisioned an organization that would respond to the needs and aspirations of Black women in ways that existing clubs did not. It was their intent the club would have a three fold aim-civic, educational, and cultural. Based on these aims, the club would implement programs, which its founders hoped would foster cultural appreciation through the arts: develop richer inter-group relations: and help women who participated to understand and accept their social and civic responsibilities.

Today, The Links, Incorporated is an international, not-for-profit corporation, established in 1946. The membership consists of 12,000 + professional women of color in 274 chapters located in 42 states, the District of Columbia and the Commonwealth of the Bahamas. It is one of the nation's oldest and largest volunteer service organizations of extraordinary women who are committed to enriching, sustaining and ensuring the culture and economic survival of African Americans and other persons of African ancestry.

The members of The Links, Incorporated are influential decision makers and opinion leaders. The Links, Incorporated has attracted many distinguished women who are individual achievers and have made a difference in their communities and the world. They are business and civic leaders, role models, mentors, activists and volunteers who work towards a common vision by engaging like-minded organizations and individuals for partnership. Links members contribute more than 500,000 documented hours of community service annually – strengthening their communities and enhancing the nation. The organization is the recipient of awards from the **UN Association of New York** and the **Leon H. Sullivan Foundation** for its premier programs.

Links Programming through adopted initiatives provides an opportunity for each of our 274 Chapters to network within their local communities to target and serve key strategic goals that will impact the lives of hundreds of thousands of people and make a momentous contribution to the enduring legacy of the Links, Incorporated, all while *Leading with Excellence~Serving with Grace.*

**This is our strategic plan for 2011-2016.**



## **2011-2016 Strategic Plan Overview**

On Thursday, August 26, 2010, The Executive Leadership Committee of the Links, Incorporated began a three day training meeting in Cleveland, Ohio to collaborate and strategize on the direction of the organization through 2016. This Executive Leadership Committee consisted of National Officers, Area Directors, National Committee chairs and co-chairs, and the headquarters Administrative staff. National President, Link Margot Copeland, emphasized that her administration would build off the work that had already been completed in the 2010 Draft Strategic Plan. At the 37<sup>th</sup> National Assembly, the Links, Incorporated 2010 Draft Strategic Plan was presented and has been used as a basis for the vision and direction of this 2011-2016 Draft Strategic Plan document. The National Leadership Committee followed a format, described herein, to develop the national priorities of the organization. Teams were formed representing programs, membership, and operations and the first order of business was to understand the challenges facing the organization. In workshop sessions these challenges were discussed and recommendations were gathered to address the key findings to be considered for future direction. Following these workshops, the teams gathered again to develop the national priorities for the organization. Many priorities were presented in an open forum as the teams reported out. This allowed for an exchange of ideas by the leadership and the recommended priorities were rolled up into six key national priorities which incorporated all of the ideas that were presented.

The next step was for the National Executive Council to submit their goals for supporting the national priorities. The National Executive Council goals were presented and discussed at the Executive Council Meeting which was held in Washington, D.C. on November 11-13, 2010.

The National Strategic Planning committee has taken the goals presented by the Executive Council and rolled them up to what represents The Links Incorporated National Strategic Goals in support of the National Priorities. These national goals are presented in this 2011-2016 Draft Strategic Plan.

What you will find following this overview are:

- Vision Statement
- National Priorities
- Desired Outcomes
- Keys to Success
- Strategies
- National Priorities and Supporting National Goals

- The Strategic Plan Template which is a tool to help chapters and Areas develop strategic plans aligned with national priorities
- The Cascading Goals Template which is a tool to help chapters and Areas align their goals with national priorities and measure their outcomes
- Appendix showing the details of the National Committees' goals and action plans

## **Our Vision**

### **We envision The Links, Incorporated... An organization...**

**Empowered by its rich legacy and providing superior service through its circle of friendship that is a model of excellence and innovation.**

**Recognized throughout the world as a collective voice of talented and professional women committed to improving the quality of life of its global citizens.**

## **National Priorities**

**Delivering and Sustaining Transformational Programs-** This area involves designing and conducting programs that are community relevant and have a positive, long-term impact. The community is engaged in the design, implementation and delivery.

**Enhanced Member Service and Engagement-** This area focuses on ensuring that members get what they need, when they need it, in the manner that is appropriate and most effective for their utilization at all levels of the organization. It involves embracing friendship, engaging in training, and communicating effectively.

**Fund Development and Fiscal Responsibility-** This area involves ensuring that the organization has adequate resources to support its strategic priorities at all levels. It focuses on transparency, accountability and good stewardship.

**Organizational Assessment and Alignment-** This area involves evaluating all aspects of the organization, including but not limited to membership, leaders, programs, partners, funders, chapters, staff, etc.). The data is used to facilitate connecting all aspects of the organization.

**Leadership Development-** This area involves training leaders at all levels of the organization including chapters, area, and national. Members are prepared to lead within the organization to ensure consistency, continuity and manage intergenerational opportunities.

**Promoting Links Brand-** This area includes reaching consensus about who we are, what we do and the value we bring. We communicate and collaborate effectively both internally and externally.



## **Our Desired Outcomes**

- Increased diversity of members with regard to age and skills
- Increased member satisfaction
- Areas and Chapters aligned with National Priorities
- Enhanced funds development and fiscal responsibility
- Streamlined, focused programs that benefit African Americans and individuals of African descent
- Increased brand awareness of The Links, Incorporated at all levels (National, Area, Chapter)
- Increased community involvement in The Links, Incorporated programs

## **Our Keys To Success**

### **#1 Member Relationships**

The heart of Linkdom is its members. The organization's primary focus is recruiting and retaining members of varied ages, backgrounds and skills who through their friendship are committed to providing quality, impactful service.

### **#2 Valued Service**

Links serve their communities by providing programs that impact the quality of life of African Americans and persons of African descent.

### **#3 Organizational Effectiveness**

The Links, Incorporated establishes direction, develops tools and defines processes that facilitate continual organizational transformation for the purpose of achieving its mission, outcomes and goals.

### **#4 Leverage Partners**

The Links, Incorporated cultivates and maintains mutually beneficial relationships with member networks, community based organizations and institutions to achieve its mission, outcomes and goals.

## **Our Strategies**

- Create and utilize a friendship model that builds a membership base that values diversity, embraces member talents, and develops leaders.
- Align National, Area, and Chapter programs to ensure relevancy and community impact.
- Equip members and chapters with tools that will ensure they are operating efficiently, effectively and implementing the National Strategic Plan.
- Cultivate and maintain relationships with partners that have common goals which will advance the mission of The Links, Incorporated.

## **National Strategic Planning Goals**

### **1. Deliver and Sustain Transformational Programs**

**Goal 1:** By the end of 2013, further operationalize the Service Delivery Model as a tool for planning, implementing and evaluating programs for their long term impact and relevance to communities.

**Goal 2:** By the end of 2014, develop additional targeted focus areas within health/well-being and education for community-relevant program development.

**Goal 3:** Support program sustainability by engaging community partners/collaborators in the design, implementation and delivery of all programs.

### **2. Enhanced Member Services and Engagement**

**Goal 1:** By the end of 2013, determine the appropriate strategic investments required to ensure accessibility of relevant communication tools/media (i.e., traditional media, new media/social networking) to support enhanced friendship and member engagement for service across the diverse Links demographic.

**Goal 2:** By 2014, augment the availability of training for use of new media (e.g., web presence, social media) in supporting enhanced member services and engagement.

**Goal 3:** Enhance the ability to form friendship linkages through the use of social media (web-based and mobile technologies) and social activities as evidenced by a 10 percent increase in reported friendship activities (e.g., Friendship Month activities).

**Goal 4:** 90% of members are satisfied with their involvement in The Links, Incorporated.

### **3. Fund Development and Fiscal Responsibility**

**Goal 1:** Develop a comprehensive strategic plan for building an Endowment Fund throughout the Organization by 2012.

**Goal 2:** Develop a comprehensive strategic plan for aligning program goals (Operations, Membership and Finance) with funding priorities to ensure fiscal responsibility by 2012.

**Goal 3:** Design a comprehensive plan of accountability that measures alignment of program goals with funding priorities and resources for each year of implementation.

**Goal 4:** By 2014, a minimum of 75% of program goals from the strategic plans are completed within the allocated funding resources.



#### **4. Organizational Assessment and Alignment**

**Goal 1:** Ensure that all chapters develop a comprehensive working strategic plan supported by an evaluation methodology by 2012.

**Goal 2:** Review strategic plans by 2013 to ensure that program outcomes support alignment of strategic priorities and goals throughout the Organization.

**Goal 3:** By 2014, evaluate all programs (utilizing outcome evaluations) throughout all areas of the Organization to ensure that a minimum of 75% of program goals have been met.

#### **5. Leadership Development**

**Goal 1:** Increase effective leadership as measured annually against established criteria.

**Goal 2:** Increase diversification of candidate pool to ensure intergenerational leadership succession by 2014.

**Goal 3:** Increase the number of members 45 years and younger that hold leadership positions at the National, Area, and Chapter levels by 10%.

#### **6. Promote Links Brand**

**Goal 1:** Increase brand recognition as the premier national civic/social service organization that embraces collaborative partnerships with key constituent/stakeholders with mutual interests in addressing current social issues to bring about positive change.

**Goal 2:** By 2014, 100% of the chapters will demonstrate consistency in the use of the brand to ensure that its alignment is consistent with the goals of the Organization.

## **Cascading Goals**

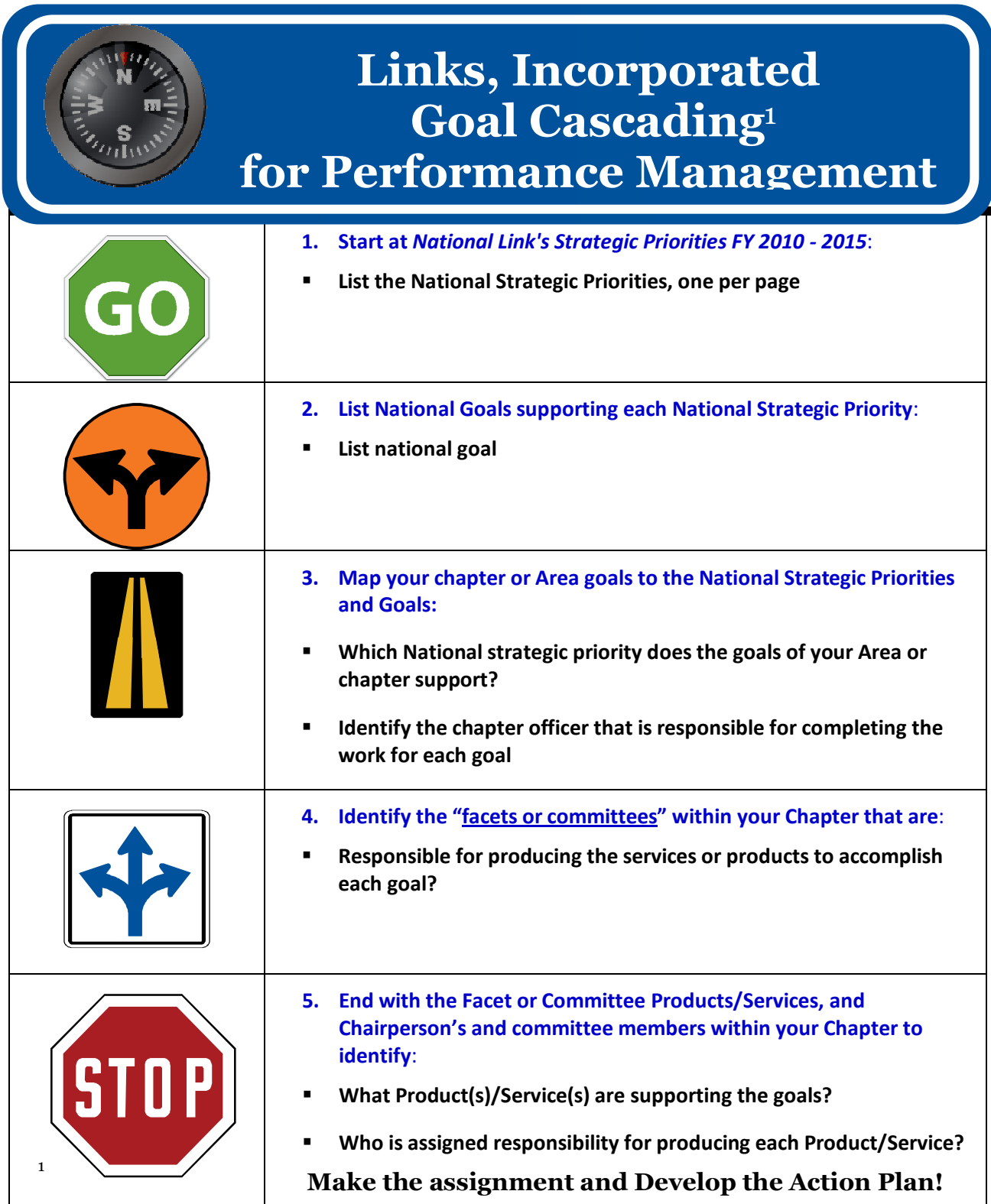
“Cascading Goals” is a methodology used in Strategic Planning processes that helps ensure alignment of all organizational goals to corporate goals. Goal Cascading is the process of clarifying the downward links from one organizational level’s goals and objectives, to each next subsequent level’s goals and objectives, to the individual chapter’s performance expectations. It is important in any successful organization that there is one direction for the organization and all components of the organization exist to carry out the work of the corporate entity. When this is not the case, the organization finds itself moving in many different directions, overlapping and duplicating efforts and expending valuable resources on work outside the goals of the organization. This creates confusion and excess or wasteful spending, as well as lack of cohesiveness. Organizations that do not align themselves with a corporate direction find that its members are not aware of the real importance of their work and how it fits in the grand plan.

As is suggested by the title, cascading goals flow from the corporate entity to the ground floor members, depicting along the way the alignment of all work and services to the grand plan and providing accountability for all involved to work towards achieving the corporate objectives.

On the pages that follow, you will find the templates for the Cascading Goals methodology, which all chapters and Areas will use to assist in the development of measurable goals and objectives that align to the Links, Incorporated Six National Priorities. The templates have been filled out from the National perspective and provide instruction on how the Areas and chapters should complete the remainder of the template. There is one template for each National Priority.

The National Strategic Planning committee will be visiting each Area conference to provide instruction on how the Cascading Goals methodology works and they will provide webinars and videos to help Areas and chapters complete their strategic plans in alignment with the National Priorities and Goals.

A depiction of how the process works is included in the following diagram:



<sup>1</sup>



## Cascading Goals Templates

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### National Strategic Priority 1

Step 1 National Strategic Priority	National Strategic Priority 1	Deliver and Sustain Transformational Programs			
	<b>List National Goals</b>	<p>This area involves designing and conducting programs that are community relevant and have a positive, long-term impact. The community is engaged in the design, implementation and delivery.</p> <p>National Goal 1: By the end of 2013, further operationalize the Service Delivery Model as a tool for planning, implementing and evaluating programs for their long term impact and relevance to communities.</p> <p>National Goal 2: By the end of 2014, develop additional targeted focus areas within health/well-being and education for community-relevant program development.</p> <p>National Goal 3: Support program sustainability by engaging community partners/collaborators in the design, implementation and delivery of all programs.</p>			
<b>Step 3 Area or Chapter Goal(s)</b>	<b>Identify Chapter goal(s) that support this National Priority and identify Chapter Officer responsible for completing the work for each goal.</b>	Chapter Goal 1:	Chapter Goal 2:	Chapter Goal 3:	Chapter Goal 4:
	<b>Assign Chapter Chairperson</b>	Chapter Chairperson:	Chapter Chairperson:	Chapter Chairperson:	Chapter Chairperson:
<b>Step 4 Facet, Membership, or Committee</b>	<b>List Facet, Membership, or Committee or Chair responsible for producing the services or products to accomplish each goal.</b>	Facet Membership, or Committee :	Facet,Membership, or Committee:	Facet, Membership, or Committee :	Facet,Membership, or Committee :
	<b>List Facet, Membership, or Committee Chair</b>	Chair:	Chair:	Chair:	Chair:
<b>Step 5 Products/ Processes</b>	<b>List the Facet or Committee Products that are supporting the goals.</b>	Products or Processes:	Products or Processes:	Products or Processes:	Products or Processes:
	<b>Assign to Committee</b>	Committee:	Committee:	Committee:	Committee:
	<b>List the Facet or Committee Services that are supporting the goals.</b>	Services:	Services:	Services:	Services:
	<b>Assign to Committee</b>	Committee:	Committee:	Committee:	Committee:

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**National Strategic Priority 2**

<p><b>Step 1 National Strategic Priority</b></p>	<p><b>National Strategic Priority 2</b></p>	<p><b>Enhanced Member Service and Engagement</b></p> <p>This area focuses on ensuring that members get what they need, when they need it, in the manner that is appropriate and most effective for their utilization at all levels of the organization. It involves embracing friendship, engaging in training, and communicating effectively.</p>			
	<p><b>List National Goals</b></p>	<p>National Goal 1: By the end of 2013, determine the appropriate strategic investments required to ensure accessibility of relevant communication tools/media (i.e., traditional media, new media/social networking) to support enhanced friendship and member engagement for service across the diverse Links demographic.</p> <p>National Goal 2: By 2014, augment the availability of training for use of new media (e.g., web presence, social media) in supporting enhanced member services and engagement.</p> <p>National Goal 3: Enhance the ability to form friendship linkages through the use of social media (web-based and mobile technologies) and social activities as evidenced by a 10 percent increase in reported friendship activities (e.g., Friendship Month activities.)</p> <p>National Goal 4: 90% of members are satisfied with their involvement in The Links, Incorporated.</p>			
<p><b>Step 3 Area or Chapter Goal(s)</b></p>	<p><b>Identify Chapter goal(s) that support this National Priority and identify Chapter Officer responsible for completing the work for each goal.</b></p>	<p>Chapter Goal 1:</p>	<p>Chapter Goal 2:</p>	<p>Chapter Goal 3:</p>	<p>Chapter Goal 4:</p>
	<p><b>Assign Chapter Chairperson</b></p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>
<p><b>Step 4 Facet, Membership, or Committee</b></p>	<p><b>List Facet, Membership, or Committee or Chair responsible for producing the services or products to accomplish each goal.</b></p>	<p>Facet Membership, or Committee :</p>	<p>Facet,Membership, or Committee:</p>	<p>Facet, Membership, or Committee :</p>	<p>Facet,Membership, or Committee :</p>
	<p><b>List Facet, Membership, or Committee Chair</b></p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>
<p><b>Step 5 Products/ Processes</b></p>	<p><b>List the Facet or Committee Products that are supporting the goals.</b></p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>
<p><b>Services</b></p>	<p><b>List the Facet or Committee Services that are supporting the goals.</b></p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>

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**National Strategic Priority 3**

<p><b>Step 1 National Strategic Priority</b></p>	<p><b>National Strategic Priority 3</b></p>	<p><b>Fund Development and Fiscal Responsibility</b></p> <p>This area involves ensuring that the organization has adequate resources to support its strategic priorities at all levels. It focuses on transparency, accountability and good stewardship.</p>			
	<p><b>List National Goals</b></p>	<p>National Goal 1: Develop a comprehensive strategic plan for building an Endowment Fund throughout the Organization by 2012.</p> <p>National Goal 2: Develop a comprehensive strategic plan for aligning program goals (Operations, Membership and Finance) with funding priorities to ensure fiscal responsibility by 2012.</p> <p>National Goal 3: Design a comprehensive plan of accountability that measures alignment of program goals with funding priorities and resources for each year of implementation.</p> <p>National Goal 4: By 2014, a minimum of 75% of program goals from the strategic plans are completed within the allocated funding resources.</p>			
<p><b>Step 3 Area or Chapter Goal(s)</b></p>	<p><b>Identify Chapter goal(s) that support this National Priority and identify Chapter Officer responsible for completing the work for each goal.</b></p>	<p>Chapter Goal 1:</p>	<p>Chapter Goal 2:</p>	<p>Chapter Goal 3:</p>	<p>Chapter Goal 4:</p>
	<p><b>Assign Chapter Chairperson</b></p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>
<p><b>Step 4 Facet, Membership, or Committee</b></p>	<p><b>List Facet, Membership, or Committee or Chair responsible for producing the services or products to accomplish each goal.</b></p>	<p>Facet Membership, or Committee :</p>	<p>Facet,Membership, or Committee:</p>	<p>Facet, Membership, or Committee :</p>	<p>Facet,Membership, or Committee :</p>
	<p><b>List Facet, Membership, or Committee Chair</b></p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>
<p><b>Step 5 Products/ Processes</b></p>	<p><b>List the Facet or Committee Products that are supporting the goals.</b></p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>
<p><b>Services</b></p>	<p><b>List the Facet or Committee Services that are supporting the goals.</b></p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>

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**National Strategic Priority 4**

Step 1 National Strategic Priority	National Strategic Priority 4	Organizational Assessment and Alignment			
	<b>List National Goals</b>	<p>This area involves evaluating all aspects of the organization, including but not limited to membership, leaders, programs, partners, funders, chapters, staff, etc. The data is used to facilitate connecting all aspects of the organization.</p> <p>National Goal 1: Ensure that all chapters develop a comprehensive working strategic plan supported by an evaluation methodology by 2012.</p> <p>National Goal 2: Review strategic plans by 2013 to ensure that program outcomes support alignment of strategic priorities and goals throughout the Organization.</p> <p>National Goal 3: By 2014, evaluate all programs (utilizing outcome evaluations) throughout all areas of the Organization to ensure that a minimum of 75% of program goals have been met.</p>			
Step 3 Area or Chapter Goal(s)	Identify Chapter goal(s) that support this National Priority and identify Chapter Officer responsible for completing the work for each goal.	Chapter Goal 1:	Chapter Goal 2:	Chapter Goal 3:	Chapter Goal 4:
	Assign Chapter Chairperson	Chapter Chairperson:	Chapter Chairperson:	Chapter Chairperson:	Chapter Chairperson:
Step 4 Facet, Membership, or Committee	List Facet, Membership, or Committee or Chair responsible for producing the services or products to accomplish each goal.	Facet Membership, or Committee :	Facet,Membership, or Committee:	Facet, Membership, or Committee :	Facet,Membership, or Committee :
	List Facet, Membership, or Committee Chair	Chair:	Chair:	Chair:	Chair:
Step 5 Products/ Processes  Services	List the Facet or Committee Products that are supporting the goals.	Products or Processes:	Products or Processes:	Products or Processes:	Products or Processes:
	Assign to Committee	Committee:	Committee:	Committee:	Committee:
	List the Facet or Committee Services that are supporting the goals.	Services:	Services:	Services:	Services:
	Assign to Committee	Committee:	Committee:	Committee:	Committee:

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**National Strategic Priority 5**

<p><b>Step 1 National Strategic Priority</b></p>	<p><b>National Strategic Priority 5</b></p>	<p><b>Leadership Development</b></p> <p>This area involves training leaders at all levels of the organization including chapters, area, and national. Members are prepared to lead within the organization to ensure consistency, continuity and manage intergenerational opportunities.</p>			
	<p><b>List National Goals</b></p>	<p>National Goal 1: Increase effective leadership as measured annually against established criteria.</p> <p>National Goal 2: Increase diversification of candidate pool to ensure intergenerational leadership succession by 2014.</p> <p>National Goal 3: Increase the number of members 45 years and younger that hold leadership positions at the National, Area, and Chapter levels by 10%</p>			
<p><b>Step 3 Area or Chapter Goal(s)</b></p>	<p><b>Identify Chapter goal(s) that support this National Priority and identify Chapter Officer responsible for completing the work for each goal.</b></p>	<p>Chapter Goal 1:</p>	<p>Chapter Goal 2:</p>	<p>Chapter Goal 3:</p>	<p>Chapter Goal 4:</p>
	<p><b>Assign Chapter Chairperson</b></p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>
<p><b>Step 4 Facet, Membership, or Committee</b></p>	<p><b>List Facet, Membership, or Committee or Chair responsible for producing the services or products to accomplish each goal.</b></p>	<p>Facet Membership, or Committee :</p>	<p>Facet,Membership, or Committee:</p>	<p>Facet, Membership, or Committee :</p>	<p>Facet,Membership, or Committee :</p>
	<p><b>List Facet, Membership, or Committee Chair</b></p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>
<p><b>Step 5 Products/ Processes</b></p>	<p><b>List the Facet or Committee Products that are supporting the goals.</b></p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>
<p><b>Services</b></p>	<p><b>List the Facet or Committee Services that are supporting the goals.</b></p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>

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**National Strategic Priority 6**

<p><b>Step 1 National Strategic Priority</b></p>	<p><b>National Strategic Priority 6</b></p>	<p><b>Promoting Links Brand</b></p> <p>This area includes reaching consensus about who we are, what we do and the value we bring. We communicate and collaborate effectively both internally and externally.</p>			
	<p><b>List National Goals</b></p>	<p>National Goal 1: Increase brand recognition as the premier national civic/social service organization that embraces collaborative partnerships with key constituent/stakeholders with mutual interests in addressing current social issues to bring about positive change.</p> <p>National Goal 2: By 2014, 100% of the chapters will demonstrate consistency in the use of the brand to ensure that its alignment is consistent with the goals of the Organization.</p>			
<p><b>Step 3 Area or Chapter Goal(s)</b></p>	<p><b>Identify Chapter goal(s) that support this National Priority and identify Chapter Officer responsible for completing the work for each goal.</b></p>	<p>Chapter Goal 1:</p>	<p>Chapter Goal 2:</p>	<p>Chapter Goal 3:</p>	<p>Chapter Goal 4:</p>
	<p><b>Assign Chapter Chairperson</b></p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>	<p>Chapter Chairperson:</p>
<p><b>Step 4 Facet, Membership, or Committee</b></p>	<p><b>List Facet, Membership, or Committee or Chair responsible for producing the services or products to accomplish each goal.</b></p>	<p>Facet Membership, or Committee :</p>	<p>Facet,Membership, or Committee:</p>	<p>Facet, Membership, or Committee :</p>	<p>Facet,Membership, or Committee :</p>
	<p><b>List Facet, Membership, or Committee Chair</b></p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>	<p>Chair:</p>
<p><b>Step 5 Products/ Processes</b></p>	<p><b>List the Facet or Committee Products that are supporting the goals.</b></p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>	<p>Products or Processes:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>
<p><b>Services</b></p>	<p><b>List the Facet or Committee Services that are supporting the goals.</b></p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>	<p>Services:</p>
	<p><b>Assign to Committee</b></p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>	<p>Committee:</p>



## **National Strategic Plan Appendix**

## Appendix A

### SUMMARY DOCUMENT FOR NATIONAL EXECUTIVE COUNCIL GOALS FOR THE SIX NATIONAL PRIORITIES

#### 1. Deliver and Sustain Transformational Programs

This area involves designing and conducting programs that are community relevant and have a positive, long-term impact. The community is engaged in the design, implementation and delivery.

**Goal 1:** By the end of 2013, further operationalize the Service Delivery Model as a tool for planning, implementing and evaluating programs for their long term impact and relevance to communities.

**Goal 2:** By the end of 2014, develop additional targeted focus areas within health/well-being and education for community-relevant program development.

**Goal 3:** Support program sustainability by engaging community partners/collaborators in the design, implementation and delivery of all programs.

National Membership Committee	<ul style="list-style-type: none"> <li>• Support The Program Team</li> </ul>
National Recording	<ul style="list-style-type: none"> <li>• Work with Program Team and Archives and History Committee to ensure that the programmatic documents such as workshop materials, toolkits, memoranda of understanding, and other related documentation are preserved, filed, stored, and retrievable.</li> <li>• Ensure that program material is prepared and provided to transitioning National and Area administrations.</li> </ul>
National Parliamentarian	Continuing administration of this Committee will ensure transformational programs that are in sync with those in place for which the need is apparent.
National Treasurer	Ensure the organizational Treasurers are trained and comply with the rules and guidelines as prescribed in the updated Financial Handbook.
Eastern Area	<ul style="list-style-type: none"> <li>• Improve the educational and health concerns of African Americans and enhance the quality of Life for the black child.</li> </ul>

	<ol style="list-style-type: none"> <li>1. Links to Oral Health</li> <li>2. Sandwich Generation/ “Are You Ready?”</li> <li>3. Young Financiers Program</li> <li>4. LIFE Program</li> <li>5. Young Achievers Program</li> <li>6. Time Out for Reading Book Clubs</li> <li>7. Pen Pal Program</li> <li>8. Poster Art Contest</li> <li>9. MoMA, Legacy of Henry St., A-AFilm</li> </ol>
Southern Area	<ol style="list-style-type: none"> <li>A. Develop Focus Program “Prevention of Childhood Obesity”.</li> <li>B. Establish culturally tailored evidence based framework for improving the health and well being of African-American children as it relates to obesity prevention.</li> <li>C. Heighten awareness and expand the knowledge base of obesity and diabetes – related research programs and community based prevention strategies that can positively impact the lives of African-American children and families.</li> <li>D. Inform, support and enhance collaboration, partnership development and capacity building among stock holders, organizations, and agencies that promote childhood obesity prevention.</li> </ol>
Central Area	<ul style="list-style-type: none"> <li>• Successfully Implement Central Area Signature Programs.</li> <li>• Promote substantive, impactful chapter programming.</li> </ul>
Western Area	<ol style="list-style-type: none"> <li><b>I.</b> Transform chapter programming by empowering participants with the necessary tools that will enable them to develop and implement “Sustained High Quality” programs for diverse communities <i>using the Service Delivery Model</i>.</li> <li><b>II.</b> Conduct ongoing training through WA PODS.</li> <li><b>III.</b> Share “Best Practices” emphasizing impact, collaborations, evaluations, and branding by award winning chapters.</li> </ol>
Building and Properties	<ul style="list-style-type: none"> <li>• Manage and provide oversight of Construction and Finance Phase of Headquarters Project</li> <li>• Ensure effective implementation of work completed during Concept and Design Phase</li> </ul>

	<p>of Headquarters Project</p> <ul style="list-style-type: none"> <li>• Participate in weekly meetings with Contractor (Monarc); Construction Management Company (Jacobs GBNA/Jacobs Project Management Co.); and Architect (R. McGhee and Associates)</li> <li>• Monitor construction expenditures in relation to Headquarters Projected Budget</li> <li>• Monitor compliance with construction schedule and projected completion date</li> <li>• Monitor progress of completion of LEED requirements</li> </ul>
National Nominating	Not Applicable
Corporate Linkages	Not Applicable
Human Resources	Not Applicable
Archives and History	Not Applicable
Chapter Establishment	Included in chapter establishments procedure for approved groups
Strategic Planning	Direct Alignment of Transformational Programs to Strategic Priorities
Commission on Ethics and Standards	Not Applicable
Fund Development	<ul style="list-style-type: none"> <li>• Develop fundraising goals for organization's programs.</li> <li>• Create Funding Prospectus for sustainment of organization's programs.</li> <li>• Build greater understanding and trust between Members and Fund development committee.</li> <li>• Create motivation and incentive plan to encourage Members to share resources that support the fundraising goals of the organization.</li> <li>• Develop ongoing relationships with potential Donors outside of Organization for ongoing sustainment of programs.</li> </ul>
Organizational Effectiveness	To utilize relevant data to drive overall strategies for the delivery of sustainable community service programming in order to connect participants to expected outcomes and drive tangible organizational results.
Taking Care of Mind, Body, Spirit	No Report Available
Communications	<ul style="list-style-type: none"> <li>• Support the programming committees with a communications liaison to assist in developing relevant messaging, broader</li> </ul>

	<p>awareness and visibility of programs.</p> <ul style="list-style-type: none"> <li>• Promote stellar programs on the chapter, regional and national level internally and externally.</li> </ul>
Technology	Not Applicable
National Programs and Strategic Partnerships	<ul style="list-style-type: none"> <li>• To increase member awareness of the underlying principles of effective program planning, implementation and evaluation</li> <li>• To align programming with the basic principles inherent in the vision, mission, values and goals of the organization</li> <li>• To improve community engagement by organizing “Town Hall Meetings” and Community Forums to encourage deliberation regarding critical issues facing our communities</li> <li>• To ensure continuous improvement of programming at the Chapter, Area and National levels while promoting the integration of the program thrusts of the facets, linkages, and signature programs</li> </ul>
The Arts	<ul style="list-style-type: none"> <li>• Integrate the arts into existing programs and presentations</li> <li>• Develop temporary traveling arts activities and programs</li> <li>• Create are specific to local conditions and circumstances</li> </ul>
Health and Human Services	<p>Promote and facilitate programs that support the maintenance of good health and the elimination of health disparities. Educate members about health and disease prevention to ensure we become models of the health behavior we hope to promote in our communities. Areas of focus are cardiovascular disease, breast health awareness, and blood/tissue/organ donation. A Links “Personal Health Passport” will be developed to help members get recommended screening evaluations, annual exams, immunizations and track own health indices.</p>
Services to Youth	<ul style="list-style-type: none"> <li>• Review the existing Links, Inc., National Signature programs and initiatives to evaluate their <b>Strengths, Opportunities, Aspirations and Results (SOAR Model)</b>. Recommendations will be presented at the November 2010 Executive Council.</li> <li>• Present STY Program recommendations that</li> </ul>

	provide the <b>opportunity</b> to align Education Linkage and HBCU Linkage initiatives with President Obama’s National 2020 Education Initiatives.
Education Linkages	<ul style="list-style-type: none"> <li>• The Education Linkage aims to support President Barack Obama’s Education Initiative by building an alliance with the nation’s community colleges and serving as a partner to the Achieving the Dream program throughout the United States. Achieving the Dream is a multiyear national initiative to help more community college students succeed.</li> <li>• President Obama has called the community colleges “the unsung heroes of America’s education system.” He also said that “they provide a gateway to millions of Americans to good jobs and a better life.</li> <li>• Achieving the Dream is particularly concerned about student groups that traditionally have faced significant barriers to success, including students of color and low-income students. There are currently 130 community colleges and four universities participating in Achieving the Dream across the United States.</li> <li>• Today, 42% of whites ages 25-64 have an associate degree or higher, compared with 26% of African Americans and 18% of Hispanics.</li> <li>• The percentage of young adults 25-34 with degrees in Canada is 55%; Japan has 54%, Korea has 53%, U. S. has 39%; Poland has 28% and Mexico has 19%.</li> <li>• The Education Linkage will lead The Links Incorporated efforts to create a sustainable relationship with other national organizations that are especially focused on assisting African American youth gain success in higher education and thus improve the quality of life for themselves and their families.</li> </ul>
HBCU	<ul style="list-style-type: none"> <li>• To develop strategic Links’ initiatives which support President Barack Obama’s plan to increase the retention and graduation rates of students attending HBCUs by the year 2020.</li> </ul>

	<ul style="list-style-type: none"> <li>• To emphasize and highlight the relevance of HBCUs: Past, Present, and Future</li> <li>• To partner with NAFEO to encourage a national dialogue on HBCU/ Community College collaboration through participation at the annual conferences of NAFEO, UNCF, Thurgood Marshall Fund and the White House Initiative on HBCUs.</li> </ul>
International Trends and Services	<p><u>To promote international programs that provide:</u></p> <ol style="list-style-type: none"> <li>1. <u>Humanitarian Outreach</u> to people from developing nations who are of African descent including <ul style="list-style-type: none"> <li>a) Health Care</li> <li>b) Education</li> <li>c) Basic Human Needs</li> </ul> </li> <li>2. <u>Advocacy</u> on behalf of people from developing nations of African descent who are oppressed or victimized</li> <li>3. <u>Global awareness</u> among youth through programs such as: <ul style="list-style-type: none"> <li>• Model UN</li> </ul> </li> </ol>
Education Across the Miles	Included with International Trends
NGO	NA
National Trends and Services	<ul style="list-style-type: none"> <li>• To make a difference through effective programming and advocacy.</li> <li>• Improve and enhance the quality of life for the African American community through best practices, exemplary programs and advocacy.</li> <li>• To maintain and sustain Signature programs and other programs that are vital to the mission and vision of the Links, Incorporated.</li> <li>• Conduct workshops for chapters to provide information on the Service Delivery Model.</li> <li>• Expand the SMARTEDGE Initiative. Ally Financial has acquired GMAC and will provide funding for additional financial literacy initiatives focusing on women and girls empowerment and stock market education. We will develop a program around these identified subjects in the targeted areas and design an assessment tool to measure our impact on the communities served. Ally Financial has targeted the following cities:</li> </ul>

	<p>Detroit, MI; Charlotte, NC; Minneapolis, MN; Dallas, TX; Jacksonville, FL; Philadelphia, PA and Salt Lake City, UT.</p> <ul style="list-style-type: none"> <li>• Continue to bring awareness to the prevention of domestic violence and bullying through workshops and public issues forums.</li> <li>• Collaborate with implementation of a “Links Day at the Capitol” and Get Out the Vote Initiative for 2010-2012 with the Legislative Issues, Public Affairs and Disaster Relief Committee.</li> <li>• Collaborate the Women’s Issues and Empowerment Committee to convene a Public Issues Forum at the National Assembly in 2012.</li> <li>• Assist other Facets and Committees as requested.</li> </ul>
Legislative Issues	<p>1.1. Design a public affairs program and advocacy agenda that engage members, chapters and Areas in local, state and federal legislative issues and public policy programs in their communities</p> <p>1A. Collaborate with Program team identifying opportunities to develop integrated programs with a measureable impact supporting this goal (GOTV, Links on the Hill/at the Statehouse/City Hall, Women’s issues, Education, Health)</p> <p>1B. Establish a process for integrating meaningful resolutions with programs</p>
Women’s Issues	<ul style="list-style-type: none"> <li>• Define and become the expert on the key issues impacting the personal and professional growth and general health and well-being of African American women</li> <li>• Document the issues and relevant solution-oriented information on an ongoing basis as an information source for the organization and potential partners</li> <li>• Develop and launch a scalable resource for use at the chapter, area and national levels that showcases our expertise and passion for the issues</li> </ul>
Legacy Affairs	<ul style="list-style-type: none"> <li>• To heighten awareness and understanding of Alzheimer’s as a disease that has the potential to rob us of our legacy as individuals and as an organization</li> </ul>

	<ul style="list-style-type: none"> <li>To explore the feasibility of a linkage between Legacy Affairs and our new facet, Health &amp; Human Service to achieve our goal</li> </ul>
Legal Affairs	<ul style="list-style-type: none"> <li>Provide oversight of the organization’s legal issues</li> <li>Work closely with the Executive Council (and outside counsel) in providing recommendations on legal issues</li> <li>Work closely with Building and Properties Committee to monitor compliance with all contracts related to Headquarters Construction Project</li> <li>Provide oversight and counsel on disciplinary hearings and other due process reviews involving members or employees</li> <li>Prepare occasional articles for quarterly newsletter – “Link-to-Link” on Do’s and Don’ts</li> </ul>
Awards and Recognitions	
Assembly and Conference Planning	National Assembly Enhancements—Internet live feed, Assembly slide show, etc. Ensure alignment of governance and headquarters to meet needs of organization to increase membership participation and future growth;
Protocol and Courtesies	<p>I. Ensure that protocol practices are aligned for all events throughout The Links, Incorporated including those held in our communities.</p> <p>II. Develop protocol practices that are uniform, but not static, which with proper care and implementation will chart our course during current and future times.</p>
Rituals	NA
Evaluation Committee	<ul style="list-style-type: none"> <li>To ensure that recommended evaluation tools are user friendly, assessable and facilitate desired outcomes for all stakeholders.</li> </ul>

## 2. Enhanced Member Services and Engagement

This area focuses on ensuring that members get what they need, when they need it, in the manner that is appropriate and most effective for their utilization at all levels of the organization. It involves embracing friendship, engaging in training, and communicating effectively.

**Goal 1:** By the end of 2013, determine the appropriate strategic investments required to ensure accessibility of relevant communication tools/media (i.e., traditional media, new media/social networking) to support enhanced friendship and member engagement for service across the diverse Links demographic.

**Goal 2:** By 2014, augment the availability of training for use of new media (e.g., web presence, social media) in supporting enhanced member services and engagement.

**Goal 3:** Enhance the ability to form friendship linkages through the use of social media (web-based and mobile technologies) and social activities as evidenced by a 10 percent increase in reported friendship activities (e.g., Friendship Month activities).

**Goal 4:** 90% of members are satisfied with their involvement in The Links, Incorporated.

National Membership Committee	<ul style="list-style-type: none"> <li>• Streamline Links Manuals (User Friendly)</li> <li>• Update Orientation Test for New Members</li> <li>• Enhance Membership Info on Links Website</li> <li>• Embrace Contributions of Alumna Members</li> <li>• Evaluate Record Keeping System for Adherence to National Assembly and Area Conferences</li> <li>• Electronically Track Service Years</li> <li>• Work in Collaboration with the OE Team</li> <li>• Provide Pertinent Articles for Link to Link</li> <li>• Review and Revise Membership Reporting Forms/Data with support of Tech Committee</li> <li>• Increase Communications with Affiliate Members Support Affiliate Members Moving Into Chapters</li> <li>• Obtain Chapter/Member Views to Enhance Chapter/ Membership Well-Being</li> <li>• Examine Membership/Program Interface in Relationship to Member Participation</li> <li>• Other Duties As Assigned</li> </ul>
National Recording	<ul style="list-style-type: none"> <li>• Ensure that information is disseminated to appropriate members of The Links, Incorporated in a timely manner</li> <li>• Work with Technology Committee to develop an enhanced system to certify Assembly and Area Conferences delegates</li> <li>• Work with Technology Committee to develop a Necrology site on The Links, Incorporated website to include real-time updates</li> <li>• Enhance turnaround timeframe of Assembly and Area Conference certification</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with Technology Committee to develop content for a Website portal for Executive Committee/Area Officers/Executive Council-specific access to records</li> <li>• Work with Communications Committee to disseminate relevant articles and information in The Links, Incorporated publications</li> </ul>
National Parliamentarian	This committee will increase its communication with Areas in an attempt to educate members on the content and intent of the governing documents of this organization.
National Treasurer	Provide clear explanation of Financial obligations and responsibilities for all members.
Eastern Area	<p>Guiding Principal: Make Friendship a Habit</p> <ol style="list-style-type: none"> <li>1. “Friendship Time” 2011 Area Conference</li> <li>2. Circle of Friends Summits</li> <li>3. Area Newsletters, emails, conference calls</li> <li>4. Address concerns in a positive and congenial manner</li> <li>5. Address issues of “Sandwich Generation” and impact on leadership</li> <li>6. Improve intra-chapter relations through workshops, visits from EA Team and consistent treatment of all Links</li> </ol>
Southern Area	<p>A. Open communication between Area Director and all members of the Executive Council with Chapter Presidents, Officers and Members.</p> <p>B. Provide prompt, accurate and friendly responses to all communication ASAP.</p>
Central Area	<ul style="list-style-type: none"> <li>• Open Communication and Engagement</li> <li>• Heart of Linkdom Tour</li> <li>• Chapters with Low Numbers</li> <li>• Chapter Resources/TA</li> </ul>
Western Area	<p><b>I.</b> Maintain two-way communication with chapters and Headquarters: a) changes; b) requests for information; c) alignment (24 – 48 hours)</p> <p><b>II.</b> Utilize intergenerational model and other diversity factors to plan and implement monthly meetings, chapter programming, and other ongoing activities that incorporate <i>both</i> friendship and service</p>
Building and Properties	<ul style="list-style-type: none"> <li>• Work with Communications Operational Committee to keep Members informed of construction process and financial obligations</li> </ul>
National Nominating	Work in collaboration with other committees,

	commissions and task forces of the organization to enlighten membership of the need for qualified candidates to serve in elected positions.
Corporate Linkages	Not Applicable
Human Resources	Not Applicable
Archives and History	<ul style="list-style-type: none"> <li>• <b>Make history a staple:</b></li> <li>• Forge history as a constant with seminars, historical moments, exhibits, interactive games, etc.</li> <li>• Provide historical contexts for all events.</li> <li>• Celebrate milestones and leaders.</li> <li>• <b>Enable mastery of archival practices and techniques:</b></li> <li>• Update Archives Manual.</li> <li>• Post key documents in the Members-Only section of the website.</li> <li>• Provide archival briefs and updates via <i>Link to Link</i>.</li> <li>• <b>Collect and protect documents</b></li> <li>• Issue calls for missing documents and materials and files from former National Presidents.</li> <li>• Make duplicate copies of charters and membership certificates available for purchase.</li> <li>• Provide inventory of collections at National and Area repositories.</li> <li>• Inventory collections housed at Headquarters, and transfer materials to National Repository.</li> <li>• Monitor the transfer of officer and committee reports, records, documents, and material culture to an appropriate repository at the end of each administration.</li> <li>• <b>Keep history current and accurate</b></li> <li>• Conduct critical review of the third edition of the official history of Linkdom.</li> <li>• Develop technologically driven platform for periodic revisions.</li> <li>• Develop plan for periodic printed editions.</li> <li>• <b>Recognize historical and preservation excellence at Chapter, Area, and National levels.</b></li> </ul>

Chapter Establishment	<p><b>Goal: Develop growth strategy for The Links, Inc., with data collected from the listed objectives.</b></p> <p>Objective 1. Determine the spread/concentration of existing chapters and each chapter’s distance from membership capacity. Timeline - 2010</p> <p>Objective 2. Identify the gaps in each area where the African American population is large enough to support the establishment of chapters. Timeline - 2010</p> <p>Objective 3. Explore the possibility of expanding the organization’s presence internationally Timeline - 2010-2011 In Collaboration with – Membership Committee</p> <p><b>Goal: Institute the Chapter Establishment process</b></p> <p>Objective 1. Review inquiries and applications submitted and withdrawn or denied within the past two years. Timeline - 2010</p> <p>Objective 2. Respond to inquiries and requests related to chapter establishment. Timeline - 2010-2012</p> <p>Objective 3. Process applications and implement chapter establishment procedures for approved groups. Timeline - 2010-2012</p> <p>In Collaboration with – Membership Committee, Area Officers.</p>
Strategic Planning	Member engagement supports the “Line of Sight” of the organization.
Commission on Ethics and Standards	<ol style="list-style-type: none"> <li>1. Establish response periods by which National, Area, and Chapter Ethics and Standards Committee Chairs will reply to inquiries from members, chapters, Area, and National officers.</li> <li>2. Develop and present Ethics and Standards training workshop at the National, Area, and chapter level.</li> <li>3. Conduct training workshops at National</li> </ol>

	Assembly, and assist Areas, and chapters in conducting training workshops.
Fund Development	<ul style="list-style-type: none"> <li>• Create demographics of members for fund development.</li> <li>• Provide enhanced opportunities for effective communications and engagement with Foundation and Members.</li> <li>• Develop strategy to ensure the Members access to needed Organization information.</li> <li>• Create goals for involving Alumni, Connecting Links.</li> </ul>
Organizational Effectiveness	<ul style="list-style-type: none"> <li>• To provide resources and support that address intergenerational issues.</li> <li>• To conduct objective organizational assessments in order to ascertain good baseline data and outcomes measurement that maximizes, member satisfaction and achievement of organizational mission, vision and strategic directions.</li> </ul>
Taking Care of Mind, Body, Spirit	No Report
Communications	<ul style="list-style-type: none"> <li>• Incorporate recommendations as outlined in the Strategic Plan to shape internal messaging.</li> <li>• Develop a multi-faceted communications strategy to reach members. i.e. texting, calling post, video emails, webinars.</li> <li>• Develop a “best practice” in communications site let on the Links website where communication templates, objectives/strategies and talking points can be posted for chapter use.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Develop and implement an online processing service for New Candidates/Transfers.</li> <li>• Develop a database within iMIS to house electronic documents &amp; conduct surveys as well as to be utilized for Link networking.</li> </ul>
National Programs and Strategic Partnerships	<ul style="list-style-type: none"> <li>• To provide training modules of exemplary and best practice programs for chapter replication</li> <li>• To lead and coordinate a dynamic program team in order to continuously improve programming at all levels of the organization.</li> </ul>

	<ul style="list-style-type: none"> <li>Facilitate communication with chapters and members through our “Raising our P.M.I.” information page on the website, Link to Link, and other organizational communications.</li> <li>Develop a program planning guide to provide technical assistance to chapters for the implementation of national programs.</li> <li>Establish a Tool Kit for program information for all facets.</li> </ul>
The Arts	Reach disparate audiences that may not necessarily be convened for an “arts” program.
Health and Human Services	Conducted survey to determine what our collective focus. To better support programs a definitive manual for programmatic implementation will be developed.
Services to Youth	Not applicable
Education Linkages	<p>This initiative will provide an opportunity for each of our 270 chapters to partner with their local community college. In some areas, two or more Chapters will be able to work together to serve their college with extra power since there are more Links Chapters than there are Achieving the Dream institutions.</p> <p>The rules of engagement for National and Chapter involvement are being discussed with the Achieving the Dream organization. This is a student achievement data driven program, and each community college uses its own data to effect broad institutional change. Much of the work calls for close contact and interaction with students who have difficulty successfully completing their course work. Therefore, it is anticipated that Chapters and individual members will find many avenues through which to give service.</p>
HBCU	<ul style="list-style-type: none"> <li>To identify current HBCU initiatives of Links chapters.</li> <li>To establish a database of current chapter initiatives including HBCU endowments and other programs.</li> <li>To assist HBCUs’ efforts to recruit students by partnering with other organizations such as Jack and Jill of America to host HBCU</li> </ul>

	<p>college fairs.</p> <ul style="list-style-type: none"> <li>To request The links Foundation to earmark (restrict) funds for each HBCU (using the Federal Definition of HBCU) to award 2 Links scholarships at \$1,000 each (one for need based scholarship and one for books and other supplies) for a total of \$210,000 to create The Links Scholars Program, and to commence identifying funding for community college students who transfer to HBCUs.</li> </ul>
International Trends and Services	<p>To provide programs that give members opportunities to offer direct and indirect services to people from developing nations who are of African descent by:</p> <ol style="list-style-type: none"> <li>1.Maintaining The Links presence in South Africa through continued contact with The Links sponsored South African schools via the Education Across the Miles Signature Program (EATM)</li> <li>2.Expanding The Links presence by providing humanitarian service in more countries (starting in Liberia), and by providing assistance to refugees of African descent who have immigrated to the United States</li> <li>3.Expanding The Links chain of friendship and service to another country through the establishment of a chapter in Liberia, West Africa</li> </ol>
Education Across the Miles	Included with International Trends
NGO	NA
National Trends and Services	<ul style="list-style-type: none"> <li>Engage and inform the membership about the National Programs and grant opportunities through the use the <i>Link to Link</i> newsletter, the website and emails to chapters.</li> <li>Seek members to serve as panelists and speakers at Area Conference and National Assemblies.</li> <li>Conduct workshops and training at the Area Conferences and the National Assembly.</li> </ul>
Legislative Issues	<p><b>2.1</b> Develop a communication strategy and implementation plan that engage members, chapters and Areas in relevant legislative, public affairs and disaster relief efforts</p> <p>2A. Establish a network of public affairs</p>

	<p>contacts representing Areas or clusters for timely communication and program engagement</p> <p>2B. Populate and maintain a public affairs page and public affairs column in “Link to Link”</p> <p>2C. Prepare and provide tool kits and best practice profiles to share intellectual capital within organization</p> <p><b>2.2</b> Develop and conduct issues forums and public affairs training sessions at National Assemblies, Area Conferences and Summits; providing tool kits for replicating at the community level.</p>
Women’s Issues	<ul style="list-style-type: none"> <li>• Define and become the expert on the key issues impacting the personal and professional growth and general health and well-being of African American women</li> <li>• Document the issues and relevant solution-oriented information on an ongoing basis as an information source for the organization and potential partners</li> <li>• Develop and launch a scalable resource for use at the chapter, area and national levels that showcases our expertise and passion for the issues</li> </ul>
Legacy Affairs	<ul style="list-style-type: none"> <li>• To encourage alumni, seasoned, and younger members in a joint multigenerational event that celebrates legacy</li> <li>• To continue the tradition of the Legacy Luncheon, utilizing the event to spotlight mother/daughter relationships in Linkdom possibly to the fourth generation</li> </ul>
Legal Affairs	NA
Awards and Recognitions	<ul style="list-style-type: none"> <li>• The Awards and Recognition Committee shall enhance member services and engagement by partnering with programming to evaluate established criteria and to make recommendation where a criterion is absent.</li> <li>• The committee wishes to offer graphically designed materials that may serve to more effectively garner the attention of chapters/members that may promote awards appeal, and encourage participation. Such strategy should ultimately enhance the process, and in many instances, raise the level and quality of chapter programming.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Awards Committee proposes to facilitate and design a page for the Linksinc.org website where members may view the academy of awards, acknowledgements and achievements, along with their criterion.</li> <li>• The awards committee proposes to collaborate with Archives to lend a comprehensive catalog of past awards, and awardees that would include; the history of the award, and any memorabilia pertinent to the awarding process.</li> <li>• To align with the transparency that is of great relevance to this administration, the awards committee proposes to publish a graphically designed compilation of the awards, including the criterion for each for disbursement to the chapters.</li> <li>• The awards committee desires to increase the opportunity for awarding by proposing other awards, criteria, and the application process.</li> <li>• The awards committee proposes to provide for publication in the <i>Link to Link</i>, articles that will lend highlights regarding an award, to both present as a showcase, and to share its particulars.</li> <li>• The awards committee proposes to evaluate, revise, and present a more feasible system for the timely collection and verification of information regarding 50 year and Platinum members, as well as, the evaluation of the presentation material itself.</li> <li>• The awards committee shall carefully evaluate the Honorary Member program, for a ‘continue or cut’ recommendation to the President and</li> <li>• Board.</li> </ul>
Assembly and Conference Planning	<ul style="list-style-type: none"> <li>• Review and revise Assembly Planning Handbook;</li> <li>• Improve conference registration process and committee meetings through use of IMIS registration system;</li> <li>• Prepare membership communications in concert with Public Relations and Communications committees;</li> </ul>
Protocol and Courtesies	<ol style="list-style-type: none"> <li>I. Develop articles for “Link to Link”</li> <li>II. Develop protocol page on National</li> </ol>

	<p>website</p> <p>III. Develop small handbook: <i>Protocol Tips</i></p> <ul style="list-style-type: none"> <li>• Conduct workshops on the National, Area and Chapter levels using the protocol tool kit</li> </ul>
Rituals	<ul style="list-style-type: none"> <li>• Revise/Update the Rituals Manual</li> <li>• Embrace the use of technology</li> <li>• Oversee Ritual at the National Assembly</li> <li>• Collaborate with Awards/Recognition Committee and National Protocol Committee to affect Ritual charges</li> </ul>
Evaluation Committee	To engage members and encourage them to make their voices heard by providing feedback about matters that are important to all aspects of the organization.

### 3. Fund Development and Fiscal Responsibility

This area involves ensuring that the organization has adequate resources to support its strategic priorities at all levels.

**Goal 1:** Develop a comprehensive strategic plan for building an Endowment Fund throughout the Organization by 2012.

**Goal 2:** Develop a comprehensive strategic plan for aligning program goals (Operations, Membership and Finance) with funding priorities to ensure fiscal responsibility by 2012.

**Goal 3:** Design a comprehensive plan of accountability that measures alignment of program goals with funding priorities and resources for each year of implementation.

**Goal 4:** By 2014, 75% of program goals from the strategic plans are completed within the allocated funding resources.

National Membership Committee	<ul style="list-style-type: none"> <li>• Work Collaboratively to Discuss Planned Giving and Support Their Fundraising Opportunities</li> </ul>
National Recording	<ul style="list-style-type: none"> <li>• Facilitate stewardship and fiscal responsibility by ensuring preservation of all financial documents</li> <li>• Identify funding opportunities to reduce our physical footprint and record reduction initiative</li> </ul>
National Parliamentarian	<ul style="list-style-type: none"> <li>• Most of this committee's actions are handled electronically. In an effort to be fiscally responsible, this practice shall continue with</li> </ul>

	the possibility of one face-to-face meeting 1st quarter, 2011.
National Treasurer	<ul style="list-style-type: none"> <li>• Ensure accurate reporting of the financial position of The Links, Incorporated and The Links Foundation, Inc.</li> <li>• Ensure invested portfolio of The Links Foundation earn better than average returns, while maintaining responsible and sound fiscal constraint.</li> </ul>
Eastern Area	<ul style="list-style-type: none"> <li>• Foster economic development of our communities through our Foundation: <ul style="list-style-type: none"> <li>A. HBCU Initiative</li> <li>B. Area Treasurer created donor receipts for Area and chapters to utilize for fund-raisers. Approved by IRS</li> <li>C. Promote Young Financiers and LIFE programs</li> <li>D. Corporate Chair works to secure funds for Area Events and programs.</li> </ul> </li> </ul>
Southern Area	<ul style="list-style-type: none"> <li>• To seek funding opportunities to support programs in the Southern Area <ul style="list-style-type: none"> <li>A. Especially the Commission on Childhood Obesity.</li> </ul> </li> </ul>
Central Area	<ul style="list-style-type: none"> <li>• Full Transparency</li> <li>• Develop Strategies to Achieve Financial Goals</li> </ul>
Western Area	<ul style="list-style-type: none"> <li>• Insure that all chapters are aligned in best practices for Fund Development and Fiscal Responsibility: <ul style="list-style-type: none"> <li>A. Conduct ongoing training for Treasurers, Presidents, and Financial Secretaries as needed;</li> <li>B. Communicate specific requirements for chapter budgets and audits (FHB).</li> </ul> </li> </ul>
Building and Properties	<ul style="list-style-type: none"> <li>• Work with National Treasurer to ensure fiscal responsibility with respect to construction costs .</li> </ul>
National Nominating	<ul style="list-style-type: none"> <li>• Develop an equitable system for the campaign and election expenses of members who adhere to the campaign filing dates and those who elect to be nominated from the floor.</li> </ul>
Corporate Linkages	Develop a comprehensive system for soliciting, cultivating and maintaining corporate and

	<p>foundation funders that includes</p> <p>A. Sponsorships should ensure consistent, fair and efficient handling of sponsors including answering such questions as:</p> <ol style="list-style-type: none"> <li>1. Will my competitors have the same benefits that I have?</li> <li>2. Can I have access to members and the membership mailing list?</li> <li>3. Will I have access to the event attendee list?</li> <li>4. Why should I be a sponsor? What is in it for my company?</li> <li>5. How will my sponsorship be implemented? Who do I call?</li> <li>6. How will I know if my sponsorship is effective?</li> <li>7. Do I have category exclusivity?</li> </ol> <p>B. Standardized promotional and communications materials to include relevant program, organization and membership info.</p> <ol style="list-style-type: none"> <li>1. Members develop program to leverage existing relationships between Links' members and potential funding sources.</li> <li>2. Engage members to leverage existing business and political relationships for Links' sponsorship</li> <li>3. Reporting/measurement guidelines for all programs to be used to cultivate new sponsors and retain existing sponsors</li> <li>4. Formal recognition and "thank you" process for all sponsors</li> </ol>
Human Resources	Not Applicable
Archives and History	Not Applicable
Chapter Establishment	Included in chapter establishment procedures for approved groups
Strategic Planning	Strategic framework for effective targeting of Links funding.
Commission on Ethics and Standards	Not Applicable
Fund Development	<ul style="list-style-type: none"> <li>• Create fund development vision and goals for the organization.</li> <li>• Create four year fund development timeline.</li> <li>• Expand economic development opportunities for the organization.</li> <li>• Provide enhanced opportunities to engage Members in fundraising for the organization.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop comprehensive funding strategy for building Endowment Fund for the organization.</li> <li>• Establish criteria and strategic plan for 'naming rights' for new building.</li> <li>• Develop system for maintaining regular and frequent communication and updates on committee progress.</li> </ul>
Organizational Effectiveness	N/A
Organizational Effectiveness_JK	N/A
Taking Care of Mind, Body, Spirit	Report is unavailable
Communications	Work collaboratively in the development of a case statement that can be distributed to external partners
Technology	<ul style="list-style-type: none"> <li>• Support the Fund Development committee's efforts to survey the membership's fundraising capabilities.</li> <li>• Develop an online service for accepting donations.</li> <li>• Review digital methods to encourage communication between committees that is less costly.</li> <li>• Bring registration activity in-house.</li> </ul>
National Programs and Strategic Partnerships	<ul style="list-style-type: none"> <li>• Identify new and build upon existing partnerships and collaborations with organizations to increase grants and funding opportunities.</li> <li>• Pursue grant opportunities and funding for key Links programs.</li> <li>• Enlist partnerships that support and expand the strength of current and proposed programs.</li> <li>• Establish partnerships with local and national service organizations that can provide technical assistance.</li> </ul>
The Arts	Use the arts as a fundraising tool and opportunity for outside sponsorship.
The Arts_Facet	Did not include
Health and Human Services	N/A
Services to Youth	Identify, develop and document STY current and/or new programs that would result in more corporate and foundation support at the national, area and local levels.
Education Linkages	<ul style="list-style-type: none"> <li>• Each Chapter will be expected to use its local</li> </ul>

	<p>budgets to fund its initiatives with the community college.</p> <ul style="list-style-type: none"> <li>• Since much of the work will call upon the human resources of the Chapter, it is not anticipated that much, if any more funds than are presented budgeted will be required.</li> </ul>
HBCU	<ul style="list-style-type: none"> <li>• To establish Links Scholars from requested links Foundation's earmarked.</li> <li>• To encourage each chapter to continue efforts to establish endowments at HBCUs and/or the Links chapters' scholarship programs.</li> <li>• To request each chapter to use scholarship funds to support the purchase of books and supplies for students by awarding grants.</li> </ul>
International Trends and Services	To develop International Trends and Services projects that make the greatest impact while keeping within budgetary guidelines
Education Across the Miles	Included in the International and Trends Report
NGO	NA
National Trends and Services	<ul style="list-style-type: none"> <li>• Committee Goals</li> <li>• Seek funding from existing and new sources to enhance the National programs</li> <li>• Seek funding from Ally Financial to expand the SmartEdge Program.</li> </ul>
Legislative Issues	Identify public funding, grant opportunities and partnership funding to support programs
Women's Issues	Develop and launch a scalable resource for use at the chapter, area and national levels that showcases our expertise and passion for the issues
Legacy Affairs	<ul style="list-style-type: none"> <li>• To explore corporate sponsorship of the Legacy Luncheon in order to reduce out of pocket costs for all attendees.</li> <li>• To explore corporate support for educational activities for our members related to Alzheimer's Disease</li> </ul>
Legal Affairs	N/A
Awards and Recognitions	High-profiled awards program, through a possible collaboration with The Links Foundation where the production, presentation, trappings and trimmings would merit a television audience. Such an event could and would enhance the Links, Incorporated's public persona, increase national name recognition, and would be of great credit in our quest in an overwhelmingly

	competitive arena, for corporate dollars.
Assembly and Conference Planning	<ul style="list-style-type: none"> <li>• Remain within budget for all meetings, conferences and events;</li> <li>• Implement comprehensive conference planning process to maximize value and minimize costs to the organization.</li> <li>• Establish better accountability system for resources, materials and reusable items for conferences to maintain consistency, standardization and cost effectiveness.</li> </ul>
Protocol and Courtesies	<ul style="list-style-type: none"> <li>• Prepare Protocol Committee budget based on prior budgets that will allow for increases in the cost of materials. It is our goal to provide fiscally sound recommendations for the manuals, handbooks and other documents produced by the committee.</li> <li>• Purchase amenities as directed by the National President.</li> </ul>
Rituals	NA
Evaluation Committee	NA

#### 4. Organizational Assessment and Alignment

This area involves evaluating all aspects of the organization, including but not limited to membership, leaders, programs, partners, funders, chapters, staff, etc.). The data is used to facilitate connecting all aspects of the organization.

**Goal 1:** Ensure that all chapters develop a comprehensive working strategic plan supported by an evaluation methodology by 2012.

**Goal 2:** Review strategic plans by 2013 to ensure that program outcomes support alignment of strategic priorities and goals throughout the Organization.

**Goal 3:** By 2014, evaluate all programs (utilizing outcome evaluations) throughout all areas of the Organization to ensure that a minimum of 75% of program goals have been met.

National Membership Committee	<ul style="list-style-type: none"> <li>• Design and Implement An Exit Interview Process with Reasons and Average Length of Stay.</li> <li>• Be Strategic in Requesting Needed information from Members and Chapters.</li> <li>• Collaborate with IT to Ensure that appropriate reports are obtainable (demographics, dues payments, alumna, etc.).</li> <li>• Update chapter boundaries information.</li> <li>• Determine standards and consistency in the</li> </ul>
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	<p>implementation of chapter boundaries.</p> <ul style="list-style-type: none"> <li>• Work with Chapter Establishment –Potential Expansion.</li> </ul>
National Recording	<ul style="list-style-type: none"> <li>• Assess and align Recording Secretarial processes across organization.</li> <li>• Review and update The Secretary’s Handbook to include technological and administrative enhancements.</li> <li>• Review and update electronic toolkit of standardized forms.</li> <li>• Develop a process for usage and storage of video and audio records.</li> <li>• Develop a standardized organizational transition plan to be used at Area and National levels during leadership transitions.</li> </ul>
National Parliamentarian	<ul style="list-style-type: none"> <li>• A major goal of this committee to assist other committees in the alignment of any manual they may produce to avoid conflicting information.</li> </ul>
National Treasurer	<ul style="list-style-type: none"> <li>• Work with Area Treasurers to align audit procedures and process.</li> </ul>
Eastern Area	<ul style="list-style-type: none"> <li>• Evaluate all programs planned and executed by the Eastern Area <ol style="list-style-type: none"> <li>1. Sandwich Generation Survey</li> <li>2. EA Circle of Friends Workdays</li> <li>3. Eastern Area Conferences</li> <li>4. Presentations of EA Team Members</li> </ol> </li> <li>• Eastern Area Team has members that correspond with National Team members.</li> </ul>
Southern Area	<ul style="list-style-type: none"> <li>• Conducted two (2) surveys to assess our current programmatic interventions, strategies, needs and their impact on childhood obesity prevention/elimination of health disparities at the chapter, area and national levels. <ol style="list-style-type: none"> <li>A. The first survey was administered to the Southern Area Commission on Childhood Obesity Prevention. These data were also used to identify strengths, opportunities as well as challenges.</li> <li>B. The second was to be administered to the Southern Area chapters.</li> </ol> </li> </ul>
Central Area	<ul style="list-style-type: none"> <li>• Outreach/ Engagement/Surveys</li> <li>• Central Area Chapter Post Assessment</li> </ul>
Western Area	<ul style="list-style-type: none"> <li>• Utilize services of Organizational</li> </ul>

	<p>Effectiveness Team to assist WA: benchmarks, gaps, where there are major issues of known non-alignment, and</p> <ul style="list-style-type: none"> <li>• a partner available as a resource to WA Chapters;</li> <li>• Insure that all chapters have a strategic plan in place incorporating membership (retention and growth/intergenerational) and service.</li> </ul>
Building and Properties	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
National Nominating	<p>Ensure internal consistency in all governing documents containing information about the nomination process.</p>
Corporate Linkages	<ul style="list-style-type: none"> <li>• All sponsorship levels are characterized by a mutually beneficial, written sponsorship agreement that outlines the <ul style="list-style-type: none"> <li>A. Sponsor's goals and objectives ;</li> <li>B. Specific commitment, both cash and in-kind (which is often overlooked) ;</li> <li>C. Benefits that The Links will provide including specific itemization of the event(s) or activities that are covered by the agreement ;</li> <li>D. Process for obtaining information and actually implementing the agreement; identifies Links' contact ;</li> <li>E. Term of timeline of the agreement ;</li> <li>F. Post-sponsorship assessment, evaluation, measurement criteria and expectations .</li> </ul> </li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Develop a wage and salary system (i.e., levels and steps) based on position type, skills, length of employment, educational attainment, performance, and responsibilities.</li> <li>• Develop a criterion-referenced system for bonus and merit pay for Headquarters staff.</li> <li>• Revise the annual written employee performance review system for Headquarters staff, which will be conducted by the Executive Directors. This review will include re-evaluation of position descriptions.</li> <li>• Revise the annual written performance review system for the Executive Directors, which will be conducted by the National President, with input from members of the Executive Council and Board of Directors.</li> </ul>

	<ul style="list-style-type: none"> <li>• Restructure the staffing organizational structure to reflect and meet the changing needs of the organization (e.g., programmatic, technological, civic, financial, and advocacy).</li> <li>• Review and revise position descriptions for all extant and projected staff positions, to include eligibility (e.g., education, technology, work and volunteer experience) requirements; major functions of the position; career development opportunities; liaison assignments to governing groups, and other appropriate information.</li> <li>• Plan to build over a period of time, a competent, committed, and energetic work force that demonstrates excellence as a signature of the headquarters operations, including team-building and other group staff development activities as well as on-going group training opportunities.</li> <li>• Develop a process for hiring that includes references and background checks (personal ethics).</li> <li>• Devise a testing mechanism for skills evaluation and experience for support staff prior to hiring.</li> </ul>
Archives and History	<ul style="list-style-type: none"> <li>• Standardize historical and archival practices and operations across the Areas, focusing particularly on common initiatives and training.</li> <li>• Develop historical narratives, timelines, and bios of former National Presidents for use across publications and the website.</li> </ul>
Chapter Establishment	<ul style="list-style-type: none"> <li>• Goal: Develop benchmarks and design a process to facilitate and measure growth of newly established chapters in conjunction with Area Officers. Objective 1. Conduct visits to the four (4) chapters established in 2009-2010 to establish baseline for proposed benchmarks and process. Timeline - 2010-2011- In Collaboration with Area Officers</li> </ul>
Strategic Planning	<ul style="list-style-type: none"> <li>• Strategic guidance of organizational assessment and alignment</li> </ul>
Commission on Ethics and	<ul style="list-style-type: none"> <li>• Conduct a survey of the membership to</li> </ul>

Standards	<p>determine the breadth of training that members have received in their chapters, and to identify potential additional areas for inclusion in the Code of Ethics and Standards</p> <ul style="list-style-type: none"> <li>• Develop training modules for each of the five standards to be used in providing uniform training at the National, Area, and Chapter level.</li> </ul>
Fund Development	<ul style="list-style-type: none"> <li>• Create strategic plan for inviting feedback and dialogue about the fundraising plans and goals and what it will take to accomplish them.</li> <li>• Provide regular updates on committee progress.</li> <li>• Promote a vision statement which supports the goals of the organization and its members.</li> <li>• Maintain flexibility in thinking and openness to suggestions from members.</li> </ul>
19.Organizational Effectiveness	<ul style="list-style-type: none"> <li>• To provide resources and tools that will assist chapters and areas in aligning members, programs, and partners</li> <li>• To provide resources and tools that will assist staff at headquarters in meeting their position requirements</li> </ul>
19.Organizational Effectiveness_JK	<p>To recognize that goal-oriented organizations are driven by the actions of many people requiring, training, engagement, assessment and alignment of needs of members, staff, and leaders with the articulated organizational mission, vision and goals.</p>
Taking Care of Mind, Body, Spirit	<p>Report is unavailable</p>
Communications	<p>Develop a “call for information” from chapters and areas which chronicles path-finding events and stellar programming.</p>
Technology	<ul style="list-style-type: none"> <li>• Contact Area Technology chairs to assist in updating member’s profiles on The Links, Inc website.</li> <li>• Developing a profile form and digital submission process for area and national candidates.</li> </ul>
National Programs and Strategic Partnerships	<ul style="list-style-type: none"> <li>• Distribute and evaluate a data collection form to assess the organizational effectiveness of programs</li> <li>• Review the chapter program reports to</li> </ul>

	ensure that outcomes support the strategic priorities and goals of the organization
The Arts	Deliberately and thoughtfully plan arts engagements to illustrate the way we "live the legacy" of The Links.
The Arts_Facet	<ul style="list-style-type: none"> <li>To make the arts integral to the organization, in that arts and culture have been an essential core value of the organization since its founding.</li> <li>To restore, elevate and expand arts and culture by making them integral to the planning of programs and an element of all presentations (both internally and externally) by the organization whenever practicable.</li> </ul>
Health and Human Services	N/A
Services to Youth	<ul style="list-style-type: none"> <li>Review all STY 2010-2012 Charges and prepare recommendations with committee actions items and timelines that strengthen the National STY Committee's aspirations to provide superior internal and external service.</li> <li>Assess the STY Signature Programs utilizing the SOAR Model and make recommendation to refresh our programming to ensure 21 Century relevancy.</li> </ul>
Education Linkages	<ul style="list-style-type: none"> <li>The Links, Incorporated will be the recognized body affiliated with <i>Achieving the Dream</i> and as such, will determine all strategies for the partnership.</li> <li>Individual chapters will follow the directives of the National office</li> <li>Assessment of the effectiveness of Chapter programs will also be led by the National Office, and any reports made to <i>Achieving the Dream</i> will be made corporately.</li> </ul>
HBCU	<ul style="list-style-type: none"> <li>To review Chapter Program data form</li> <li>To restructure Chapter Program data form to capture HBCU activity</li> <li>To develop HBCU Toolkit for dissemination to Chapters.</li> </ul>
International Trends and Services	Provide sustainable international programs that are easily replicated on all organizational levels
Education Across the Miles	Included in the International and Trends Report
NGO	Report is unavailable
National Trends and Services	<ul style="list-style-type: none"> <li>Next Steps</li> <li>Review current programs and assist in the</li> </ul>

	<p>transition of the health related programs to the Health &amp; Human Services Facet.</p> <ul style="list-style-type: none"> <li>• The AARP- “Are you Ready” Program, Habitat for Humanity, SmartEdge, Legislative Issues, Public Affairs and Disaster Relief and Women’s Issues and Economic Empowerment.</li> <li>• Submit a grant to Ally Financial for additional funding for expansion of the program.</li> </ul>
Legislative Issues	<ul style="list-style-type: none"> <li>• Collaborate with Organizational Assessment team to assess membership skills and expertise;</li> <li>• Identify opportunities to secure appointments on commissions, committees, etc.</li> <li>• Assess the Areas and chapters’ capacity for preparedness and response to disasters.</li> <li>• Develop a plan for disaster preparedness, alert and response.</li> </ul>
Women’s Issues	<ul style="list-style-type: none"> <li>• Develop a comprehensive database of Links sisters and family members with expertise, professional experience and leadership roles addressing the topical issues.</li> <li>• Document the issues and relevant solution-oriented information on an ongoing basis as an information source for the organization and potential partners.</li> <li>• Develop and launch a scalable resource for use at the chapter, area and national levels that showcases our expertise and passion for the issues.</li> </ul>
Legacy Affairs	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Legal Affairs	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Awards and Recognitions	<ul style="list-style-type: none"> <li>• To work in alliance with the Area Chairs of Awards and Recognition to promote and encourage their alignment with the national awards process and presentation.</li> </ul>
Assembly and Conference Planning	<ul style="list-style-type: none"> <li>• Continue to align Area and National conferences and meetings.</li> <li>• Review conference evaluation results to determine areas requiring modification and implement best practices.</li> <li>• Secure uniformed contracts for conference services to include conference bags, registration, etc.</li> </ul>

	<ul style="list-style-type: none"> <li>Encourage Areas to coordinate with National Mtg. Planner (NMP) for site selection and Requests for Proposals (RFPs).</li> </ul>
Protocol and Courtesies	<ul style="list-style-type: none"> <li>Prepare Protocol Committee budget based on prior budgets that will allow for increases in the cost of materials. It is our goal to provide fiscally sound recommendations for the manuals, handbooks and other documents produced by the committee.</li> <li>Purchase amenities as directed by the National President.</li> </ul>
Rituals	NA
Evaluation Committee	<ul style="list-style-type: none"> <li>Develop evaluation tools to identify the level of member satisfaction.</li> <li>Provide tools to ensure that conferences and assemblies are aligned with member expectations.</li> <li>Analyze feedback for continuous improvement.</li> </ul>

## 5. Leadership Development

This area involves training leaders at all levels of the organization including chapters, area, and national. Members are prepared to lead within the organization to ensure consistency, continuity and manage intergenerational opportunities.

**Goal 1:** Increase effective leadership as measured annually against established criteria.

**Goal 2:** Increase diversification of candidate pool to ensure intergenerational leadership succession by 2014.

**Goal 3:** Increase the number of members 45 years and younger that hold leadership positions at the National, Area, and Chapter levels by 10%.

Membership Committee	<ul style="list-style-type: none"> <li>Training of Presidents, VP's and Treasurers.</li> <li>Encourage Planned Leadership Succession .</li> <li>Provide Oversight for SHLI IV, SHLI Alumni and the Leadership Academy &gt;45 yrs.</li> </ul>
National Recording Secretary	<ul style="list-style-type: none"> <li>Develop and implement training webinars for incoming Chapter Secretaries to ensure standardization and alignment of processes.</li> </ul>
National Parliamentarian	<ul style="list-style-type: none"> <li>When the new edition of Robert's Rules of Order Newly Revised (RONR) is published, copies will be distributed to all committee</li> </ul>

	<p>members and workshops via teleconferencing will be lead by the National Parliamentarian.</p> <ul style="list-style-type: none"> <li>• Significant information will be distributed to Executive Council members to aid in their basic knowledge of RONR. Be available for consultation on matters parliamentary and bring conflicting information to the attention of the appropriate leader.</li> </ul>
National Treasurer	Provide ongoing training to fiscal officers to ensure compliance with organization’s policies and procedures.
Eastern Area	<ul style="list-style-type: none"> <li>• Train and mentor our younger members for leadership while we sustain the energy of our seasoned members.</li> <li>• Diverse EA Team (age, years in Links, geography)</li> <li>• Partner with young and more seasoned Links on committees and facet teams</li> <li>• Utilize Scott Hawkins and young members in key EA positions</li> <li>• Utilize Scott Hawkins Cohort IV members at 2011 EA Conference</li> <li>• Sandwich Generation: assist members who fall into this category</li> </ul>
Southern Area	<ul style="list-style-type: none"> <li>• The Area Summit was designed to provide chapter leaders and interested Links with current guidelines, procedures and information related to programs and operations of The Links, Incorporated.</li> <li>• Provide opportunities for friendship and fellowship.</li> </ul>
Central Area	<ul style="list-style-type: none"> <li>• Intergenerational and Capacity Building</li> <li>• Transition Planning</li> </ul>
Western Area	<p>Provide ongoing training to officers:</p> <ul style="list-style-type: none"> <li>• Communicate “Best Practices and <i>high performance</i>” for: presidents, 1<sup>st</sup> VPs, 2<sup>nd</sup> VPs, Recording Secretaries, Financial Secretaries, Treasurers, and Parliamentarians.</li> <li>• Utilize Area Chairs of Nominating Committee, Strategic Planning and Protocol to provide ongoing training and support to chapter chairs.</li> <li>• Use WA Technology Chair as a resource and partner for all ongoing training <i>because</i></li> </ul>

	<i>proficiency in technology is an essential requirement for positions.</i>
Building and Properties	N/A
National Nominating	<ul style="list-style-type: none"> <li>• To examine the leadership hierarchy of the organization to determine how the organization can improve succession planning .</li> <li>• Ensure the existence of a nominee for each open position.</li> </ul>
Corporate Linkages	N/A
Human Resources	<ul style="list-style-type: none"> <li>• Revise the annual written employee performance review system for Headquarters staff, which will be conducted by the Executive Directors. This review will include re-evaluation of position descriptions.</li> <li>• Revise the annual written performance review system for the Executive Directors, which will be conducted by the National President, with input from members of the Executive Council and Board of Directors.</li> <li>• Review and revise position descriptions for all extant and projected staff positions, to include eligibility (<i>e.g., education, technology, work and volunteer experience</i>) requirements; major functions of the position; career development opportunities; liaison assignments to governing groups, and other appropriate information.</li> <li>• Plan to build over a period of time, a competent, committed, and energetic work force that demonstrates excellence as a signature of the headquarters operations, including team-building and other group staff development activities as well as on-going group training opportunities.</li> <li>• Devise a testing mechanism for skills evaluation and experience for support staff prior to hiring.</li> </ul>
Archives and History	Model respect for history and archives as key components of operations at the Chapter, Area, and National levels.
Chapter Establishment	Included in chapter establishment procedures for approved groups.
Strategic Planning	<ul style="list-style-type: none"> <li>• Clear vision of the Link's strategic direction to support</li> </ul>

	<ul style="list-style-type: none"> <li>• leadership development</li> </ul>
Commission on Ethics And Standards	<ul style="list-style-type: none"> <li>• Include Ethics and Standards training in the Scott-Hawkins Institute curriculum, and in the curriculum of any other leadership academy established by Links, Incorporated</li> <li>• Include Ethics and Standards training in the schedule of orientation workshops conducted with new members.</li> </ul>
Fund Development	<ul style="list-style-type: none"> <li>• Provide support to Members in exercising their role as change agents within the organization.</li> <li>• Design member leadership training for developing funds.</li> <li>• Create collaborative partnerships between members and committee to promote trust and develop positive relationships</li> <li>• Develop intergenerational network of professional relationships between committee and Members that include shared vision and renewed commitment for fundraising. Provide regular reports on committee goals</li> </ul>
Organizational Development	To develop a Leadership Academy for members 46 years and older
Organizational Development (JK)	Developed collaborative partnerships with nationally recognized organizations (Morehouse School of Medicine, Community Voices, General Mills Corporation and Policy Link). These partnerships resulted in the developments and wide spread distribution/presentation of promotional and marketing materials (e.g., newspaper articles, TV appearances, brochures, power points, articles and healthy recipes) that gave greater presence and voice to the work and contributions of the Links, Incorporated
Taking Care of MBS	Report Not Available
Communications	To provide members and staff with the skills to effectively deploy leadership responsibilities and to identify causes, assess and address breakdowns in chapter relationships
Technology	Provide an online form to submit profiles for the Scott-Hawkins Leadership and the Leadership Academy participants. Ultimately approved forms and cohort information would be

	submitted to a site visible for all Links
National Programs	To provide programs and services that will enrich the personal lives of Links and members of our communities
Strategic Partnerships	Provide opportunities for Links of all ages to engage in a variety of venues which will encourage members to assume leadership roles
Arts	Empower Chapters and Areas to identify and focus the arts in their respective projects and programs
Arts 2 Facet	No Response
Health and Human Services	N/A
Services to Youth	Report did not address Leadership Development
Education	Achieving the Dream supplies a coach to each institution to guide it through the process of becoming a “Leader College” in assisting students in moving through remedial courses and successfully completing college-level courses. There are opportunities for Links who are interested to take a leadership role in some aspect of the work on the college campus. These opportunities may be interesting to those Links who are considering a second career or even changing careers because they will allow them to “test drive” another career path before making a decision
HBCU	<ul style="list-style-type: none"> <li>To promote and encourage Link members to connect with an HBCU to mentor and recruit students, to identify opportunities for faculty research and/or professional development, and to contribute to the sustainability of HBCU institutions</li> </ul>
International Trends	<ul style="list-style-type: none"> <li>To develop an international program model that will make The Links, Incorporated a firmly established leader in providing global humanitarian services</li> </ul>
Education Across The Miles	Report included in International Trends
NGO	Report Not Available
National Trends	Seek and identify Links that have expertise in the National Program areas to assist with Program Development and Implementation

Legislative Issues	Engage the diverse talents of our members creating opportunities to lead within program areas (e.g. Scott Hawkins participants)
Women's Issues	<ul style="list-style-type: none"> <li>• <b>Identify Key Issue:</b> Define and become the expert on the key issues impacting the personal and professional growth and general health and well-being of African American women.</li> <li>• <b>Document Issues.</b> Document the issues and relevant solution-oriented information on an ongoing basis as an information source for the organization and potential partners .</li> </ul>
Legacy Affairs	<ul style="list-style-type: none"> <li>• To encourage younger members to increase their knowledge of the rich legacy of The Links, Incorporated.</li> <li>• To spotlight members and chapters with 50 to 60 years of membership in The Links, Incorporated and thereby share their legacy.</li> <li>• To search for and, if found, publish the <i>Smart Link-Link Smart: A Book of Knowledge</i> developed by Past National Presidents Pauline A. Ellison and the late Barbara Dixon Simpkins.</li> </ul>
Legal Affairs	N/A
Awards and Recognitions	No Response
Assembly, Conference, and Event Planning	<p>NMP continue to conduct workshops at Area Conferences;</p> <ul style="list-style-type: none"> <li>• Selection of intergenerational committee members with experience and expertise in conference/meeting planning;</li> <li>• Continue Pre-Assembly planning meetings and regular conference calls to assist with implementation of events, conferences and assemblies.</li> </ul>
Protocol and Courtesies	<ul style="list-style-type: none"> <li>• Appoint team members who demonstrate an interest and aptitude for the rigors and trials of the committee and are able to interface with other committees effortlessly and seamlessly. Train and cross- train members to insure sustainability and stability of the committee.</li> <li>• Continue the collaboration with Scott Hawkins and engage them to provide extra special attention and care to our platinum and alumna members at National, Area and</li> </ul>

	Chapter events thereby giving them firsthand experience in “Leading with Excellence... Serving With Grace.”
Rituals	Ensure greater internal consistency in policy and practice across Chapters, Area and National
Evaluation	To provide information and training regarding the value of evaluating all aspects of the organization and membership for effective leadership and effective results.

## 6. Promote Links Brand

This area includes reaching consensus about who we are, what we do and the value we bring. We communicate and collaborate effectively both internally and externally.

**Goal 1:** Increase brand recognition as the premier national civic/social service organization that embraces collaborative partnerships with key constituent/stakeholders with mutual interests in addressing current social issues to bring about positive change.

**Goal 2:** By 2014, 100% of the membership/chapters will demonstrate consistency in the use of the brand to ensure that its alignment is consistent with the goals of the Organization.

Membership Committee	Participate In Process/Support Implementation
National Recording Secretary	Ensure appropriate use of Links branding (i.e., logo and tagline) on standardized forms and secretarial-specific documentation on the Area and Chapter level
National Parliamentarian	This will be done consistently as directed by leadership
National Treasurer	Provide financial guidance in the implementation of the Links Brand.
Eastern Area	Create partnerships: <ul style="list-style-type: none"> <li>• Colgate Palmolive and EA Links to Oral Health program-announced partnership in September 2009 Ebony</li> <li>• Morris County, NJ and Washington, DC served as pilot chapters for AARP “Are You Ready” program. Outgrowth of EA “Sandwich Generation” program.</li> <li>• American Kidney Fund-Walk and Area Conference</li> <li>• VITAS-Area Conference</li> </ul>
Southern Area	Developed collaborative partnerships with nationally recognized organizations (Morehouse

	School of Medicine, Community Voices, General Mills Corporation and Policy Link). These partnerships resulted in the developments and wide spread distribution/presentation of promotional and marketing materials (e.g., newspaper articles, TV appearances, brochures, power points, articles and healthy recipes) that gave greater presence and voice to the work and contributions of the Links, Incorporated.
Central Area	<ul style="list-style-type: none"> <li>• Saturation of National tagline, National President/Central Area themes</li> <li>• 100% Central Area Chapter web presence</li> <li>• Emphasis on media/outreach/ engagement</li> </ul>
Western Area	<ul style="list-style-type: none"> <li>• Identify and promote WA focus on importance of “<i>Linked in Friendship...Connected in Service</i>” and</li> <li>• Provide recognition to chapters and members demonstrating Links Brand.</li> </ul>
Building and Properties	N/A
National Nominating	Ensure all members elected to officer represent the organization and promote the organizations brand while fulfilling their role in office.
Corporate Linkages	<ul style="list-style-type: none"> <li>• The Links, Inc. chapters have many assets that can be cultivated to generate revenue for program support and event sponsorships. The Links, Inc. membership represents a great marketing opportunity for companies/organizations.</li> <li>• Members represent an attractive pool of consumers with over \$1 billion in purchasing power.</li> <li>• The Links, Inc. and The Links Foundation provide opportunities for Foundations to support.</li> <li>• The Links, Inc. and The Links Foundation provide opportunities for corporations to sponsor cause-related marketing.</li> <li>• As influential business and community leaders, members of The Links, Inc. are also an information network that may be used to identify and cultivate potential sponsors</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Restructure the staffing organizational structure to reflect and meet the changing needs of the organizations (<i>e.g., programmatic, technological, civic,</i></li> </ul>

	<p><i>financial, and advocacy).</i></p> <ul style="list-style-type: none"> <li>• Plan to build over a period of time, a competent, committed, and energetic work force that demonstrates excellence as a signature of the headquarters operations, including team-building and other group staff development activities as well as on-going group training opportunities</li> </ul>
Archives and History	<ul style="list-style-type: none"> <li>• Increase availability of, access to, and research of Link materials.</li> <li>• Evaluate effectiveness of National and Area repositories.</li> <li>• Digitize key organizational records and programs.</li> <li>• Fund research studies on women’s organizations through The Links Foundation.</li> <li>• Institute archival internships and partnerships at National Headquarters</li> <li>• Encourage chapters to place Link history books in public and school libraries.</li> <li>• Showcase the legacy of Linkdom</li> <li>• Compile Area and Chapter histories.</li> <li>• Grace the walls of the National Headquarters with art that reflects historical milestones.</li> <li>• Develop historical exhibit for display at Headquarters.</li> </ul>
Chapter Establishment	<p>Goal: Introduce newly established chapters to the membership.</p> <ul style="list-style-type: none"> <li>• Objective 1. Produce feature articles for the Link-to Link publication about new chapters that includes photos of the establishment celebrations, profiles of the chapters and overviews of the current service programs.</li> <li>• Timeline - 2010-2011</li> <li>• Objective 2. Develop new format for presentation of new chapters to the National Assembly and Area Conferences.</li> <li>• Timeline - 2011-2012</li> <li>• In Collaboration with – Rituals, Protocol, Area Officers</li> <li>• Goal: Provide information on the vision and mission of The Links, Incorporated for inquiries related to membership and chapter establishment.</li> </ul>

	<ul style="list-style-type: none"> <li>• Objective 1. Develop materials for the Public Section of The Links, Inc. website.</li> <li>• Timeline - 2010-2012</li> <li>• In Collaboration with – Communications Committee</li> </ul>
Strategic Planning	Well-understood Links strategy to promote unified/corporate Links branding
Commission on Ethics And Standards	<ul style="list-style-type: none"> <li>• Prepare articles for inclusion in Link to Link that advocate that part of our brand is that of a trustworthy corporate entity, and that its membership is likewise trust worthy.</li> <li>• Use workshops and training modules to encourage embracing the Code of Ethics and Standards because the highest ethical behavior is part of the brand of The Links, Incorporated.</li> </ul>
Fund Development	<ul style="list-style-type: none"> <li>• Educate members and staff as to the purpose of and goals of Branding.</li> <li>• Design materials that raise the value of our Brand, and clarify who we are, what we do, how we do it, and why anyone should care enough to support us financially.</li> <li>• Create fundraising tools that focus on increasing the visibility of our brand.</li> <li>• Create clear goals to help organization fulfill our Brand 'our promise'.</li> <li>• Build member pride and understanding around our Brand</li> </ul>
Organizational Effectiveness	N/A
Organizational Effectiveness (JK)	No Response
Taking Care of MBS	Report Not Available
Communications	<ul style="list-style-type: none"> <li>• Develop a network of communications experts to support our efforts internally and externally.</li> <li>• Broaden our communications outreach efforts.</li> <li>• Work in concert with programming, membership and our operational committees.</li> <li>• Develop a template of key messages to maintain organizational credibility.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop a communications toolkit for chapters, areas, and the Links Foundation.</li> <li>• Enhance the Links website and engage members.</li> <li>• Redesign the quarterly <i>Link to Link</i>.</li> <li>• Launch the <i>LINKED Journal</i> publication.</li> <li>• Incorporate social media in our communications strategy.</li> </ul>
Technology	N/A
National Programs	Identify programs that make us unique
Strategic Partnerships	<ul style="list-style-type: none"> <li>• Maintain trust by branding our valuable assets</li> <li>• Provide examples of effective service programs that show how we are able to deliver on our promise</li> </ul>
Arts	Brand The Links as an organization that is culturally conscious and willing to lend their leadership to the effort of cultivating the arts in their respective projects and programs.
Arts 2 Facet	The Links should seek, whenever possible, to associate our name with our arts philanthropy, e.g., “Links Arts Scholars” or “Links Arts Prodigy.”
Health and Human Services	The Links Brand will be promoted to the community through our Signature Programs
Services to Youth	<ul style="list-style-type: none"> <li>• Leverage the current highly-effective and new transformational STY programs and partnerships to increase opportunities for national and local media exposure that promotes and reinforces The Links, Inc. brand.</li> <li>• Revise the language in The Links, Inc. web site to better promote STY Signature Programs and initiatives as well as exemplary chapter program results.</li> <li>• Work with Public Relations Committee to launch internal and external campaigns that promotes the National STY service brand that SOARs. The Links Inc., will become a pre-eminent organization for relevant youth programs.</li> </ul>
Education	<ul style="list-style-type: none"> <li>• A collaboration with an established brand that reaches across the United States of America will be an excellent opportunity for</li> </ul>

	<p>The Links, Incorporated to promote its brand. Additionally, we shall aim to have The Links, Incorporated listed on the Achieving the Dream website as a partner organization that is also focused on assisting African American students reach their educational goals.</p> <ul style="list-style-type: none"> <li>• Dr. Jill Biden teaches English at an Achieving the Dream institution, Northern Virginia Community College. Her leadership of the White House Summit on Community Colleges also gives The Links, Incorporated another avenue through which to shine. When accomplished, The Links, Incorporated will be the only African American national organization to partner with this outstanding program, and will, therefore, be recognize as an organization that makes a sustainable difference in the lives of its people.</li> </ul>
HBCU	<ul style="list-style-type: none"> <li>• To establish and brand the name, “The Links Scholars”.</li> <li>• To establish and brand the name, “The Links Endowment”.</li> </ul>
International Trends	<ul style="list-style-type: none"> <li>• <u>The Smithsonian Institute</u>- to provide assistance in maintaining contact with The Links schools in South Africa for EATM</li> <li>• <u>The Liberian Education Trust</u>- to initiate contacts necessary to expand EATM</li> <li>• <u>The Phelps Stokes Fund</u> – to explore their relationship with The Links (NGO Representative)</li> <li>• <u>Catholic Charities</u>-to collaborate with The Links on refugee issues</li> <li>• <u>United Nations High Commission on Refugees</u>- to establish a working relationship with The Links (NGO Representative)</li> <li>• <u>To promote the Links brand through:</u></li> <li>• <u>The expansion of The Links organization in Africa</u> through a cooperative effort between ITS and the Chapter Establishment Committee to charter a chapter in Liberia</li> <li>• <u>The expansion of The Links global influence</u> through a cooperative effort between the ITS facet and the Women’s Issues and Economic Empowerment Committee (i.e. to conduct a Women’s Issues Conference in Liberia)</li> </ul>

	<ul style="list-style-type: none"> <li>• <u>The expansion of The Links strategic collaborations and/or partnerships</u> with organizations such as:</li> <li>• <u>Operation Smile-</u> to sponsor a medical education series on primary health care, or, to sponsor reconstructive surgeries for children in Africa</li> </ul>
Education Across The Miles	Report included in International Trends
NGO	Report Not Available
National Trends	<ul style="list-style-type: none"> <li>• Seek new partnerships with other national organizations and entities to enhance our name, mission and vision on a national level and to the communities in which we serve.</li> <li>• Continue the collaboration with other organizations and entities to enhance the visibility of the Links, Incorporated. To include, but not limited to the Black Women’s Agenda, Urban League, NAACP, Congressional Black Caucus, Sororities and the Joint Center for Political and Economic Studies.</li> </ul>
Legislative Issues	<ul style="list-style-type: none"> <li>• Position the organization as an integral voice and highly visible stakeholder group in legislative and public affairs issues.</li> <li>• Partner with Communications team to promote Links brand externally with key legislative, executive and administrative public officials.</li> <li>• Establish a network of external contacts with a shared mission and purpose to build collaborative partnerships where appropriate (CBC, NAACP, Urban League).</li> <li>• Identify opportunities for members of The Links to be appointed to local, state, regional, and federal advisory boards, committees, commissions, task forces etc.</li> </ul>
Women's Issues	N/A
Legacy Affairs	<ul style="list-style-type: none"> <li>• To promote intergenerational relationships and serve as a model for the effectiveness of such alliances in achieving common goals.</li> <li>• To promote educational efforts related to Alzheimer’s Disease.</li> </ul>
Legal Affairs	N/A

	<ul style="list-style-type: none"> <li>• In conjunction with promoting the Links Incorporated brand, The Awards Committee proposes a name change for the Awards and Recognition Committee, suggesting; The Links, Incorporated Academy of Awards, Acknowledgement &amp; Achievement. (AAAA) In keeping with a more defined, refined and marketable image, this nomenclature has more appeal, and is more suited, thusly complimenting the organization’s brand.</li> <li>• The committee looks to suggest other award presentations and criteria, with special regard to persons of international and national acclaim, that will lend most befittingly to the prestige, international level of service, and the overall image of The Links, Incorporated.</li> <li>• The awards committee proposes to insure that award materials are chosen and presented that are designed with the consideration of the unique spirit of the organization, and which appropriately casts the grandeur indicative of Linkdom.</li> </ul>
Assembly, Conference, and Event Planning	<ul style="list-style-type: none"> <li>• Promote consistent use of Links logo on all meeting materials and registration areas, signage, etc.</li> <li>• Ensure the Link culture, practices, and traditions are consistently reflected</li> <li>• Review Constitution and Bylaws to ensure meetings, conferences and assemblies are in compliance.</li> </ul>
Protocol and Courtesies	Develop and implement a protocol plan that respects and gives recognition to our corporate sponsors, benefactors and donors as well community honorees, special guests and the members of our beloved organization. It is our goal to take our National Brand to a new level of excellence by demonstrating that we are always “Linked in Friendship and Connected in Service” both internally and externally.
Rituals	Foster awareness, understanding and utilization of correct Ritual procedures
Evaluation	To ensure all of the organization's programs, operations, and services provided are noted internally and externally via evaluation and measurement.

