

Strategic Planning for a Nonprofit Organization

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Introduction

What is a strategic plan and how does it benefit an organization?

- Helps the group plan for future goals and objectives
- Identifies strategies that best facilitate an organization to advance its mission, vision and goals
- Supports the organization in moving forward in their endeavors by setting priorities and strengthening procedures
- Identifies outcome measures to evaluate for possible success and/or opportunities for future improvement

Problem Statement

Eta Pi Chapter of Sigma Theta Tau International has faced many difficulties including:

- Recruiting nurse leaders and graduate students to join
- Keeping members personally and financially engaged after joining Eta Pi
- Obtaining the necessary financial resources needed to accomplish one hundred percent of the organization's goals (e.g. funding scholarships, professional development, events, etc.)

Purpose of the Project

- Identify areas of importance to Eta Pi members
- Highlight certain aspects of the organization that need more attention
- Recognize objectives that are not being achieved
- Support Eta Pi Chapter in meeting its goals, objectives, and purpose

Aim

Develop an enhanced 2019-2021 strategic plan for Eta Pi Chapter of Sigma Theta Tau International

Objectives

- Educate Eta Pi board and chapter members on the importance of a strategic plan
- Develop new relationships with nurse leaders and graduate students thereby increasing membership rates for this particular group of potential members
- Increase membership rates, engagement of members, and attendance at events
- Evaluate if the strategic plan is helping the organization succeed in its endeavors
- Ensure the sustainability of this project by appointing a board member to spearhead biannual updates and revisions

Literature Review

- Long-term success and sustainability
 - Strategic planning plays a vital role in ensuring the long-term sustainability by helping the organization focus on specific goals and objectives
- Organizational development tool
 - Helps address systemic issues and better equip the nonprofit organizations in achieving success for the future
- Enhanced fundraising opportunities
 - Empirical evidence supporting strategic plans being highly beneficial for nonprofit organizations and their intended outcomes

Theoretical Framework

Kurt Lewin's 'Change Theory' is the model that is followed for this project. Change Theory involves a three-stage model including 'unfreezing', 'changing' and 'refreezing'.



Design: The project design includes development of a formal strategic plan based upon Eta Pi Chapter's mission, vision, goals, and objectives. The four goals that are addressed include:

- Grow in value for members and nurses worldwide
- Promote and celebrate nursing scholarship, leadership, and service
- Sustain and advance the resources of the Society
- Build partnerships and collaborative endeavors to advance the mission of the Society

Setting: This project will take place within STTI, Eta Pi Chapter. STTI has more than 135,000 active members residing in over 90 countries. Eta Pi Chapter includes 12 board members, 243 active members, and 902 inactive members totaling 1,145 individuals

Quality, Ethics and Human Subjects Protection: UWOS determination of human subjects form – found to be exempt, recommendations based on evidence-based practice

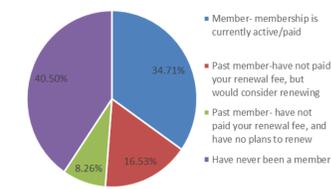
Study Population:

- Population: Eta Pi Chapter's board and non-board members
- Sample size: 243 active members, 499 UWO nursing students that are eligible to join Eta Pi, 902 inactive members
- Sampling strategy: Random
- Inclusion: Active members and potential members
- Variables: Educational background, professional title, age

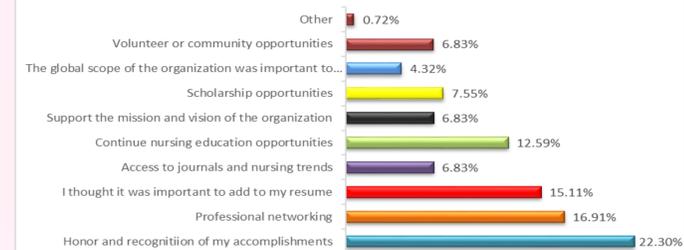
Results

- 9 question survey
- E-mails sent: N = 1644
 - 243 active members
 - 902 inactive members
 - 210 graduate students
 - 118 undergraduate - accelerated track students
 - 171 undergraduate -traditional track students
- Responses: n=121
- P-values and statistical relationships are based upon comparison with Q1
- Increase of 18.5% of members to Eta Pi Chapter after implementation of a strategic plan

Q1- Are you a current member (annual dues are currently paid) or non-member of Sigma Theta Tau International-Eta Pi Chapter?

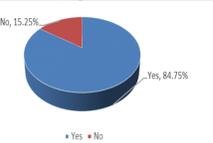


Q3- Please identify the top three reasons you decided to join STTI (if applicable):



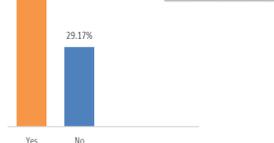
Q4- Do you think being a member of Eta Pi Chapter will increase your desire for nursing knowledge, excellence, and engagement of nursing activities in your future career development as a nursing leader?

Subtle but statistically significant. P-value: 0.018



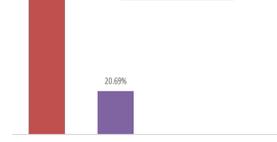
Q5- Do you understand what the organization, Eta Pi Chapter, does and how you could benefit from it by being an active member?

Statistically significant. P-value: 0.00270



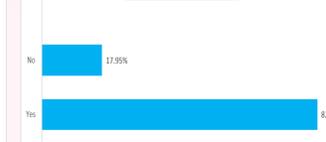
Q6- Does Eta Pi Chapter fulfill your desires of being an active member or interest in becoming a member of a nonprofit organization?

Statistically significant. P-value: 0.000545



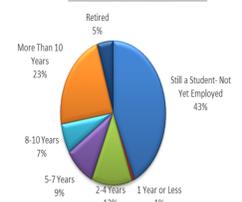
Q7- Would you recommend Eta Pi Chapter nursing organization to your colleagues, peers, friends, and co-workers?

Statistically significant. P-value: 0.000193

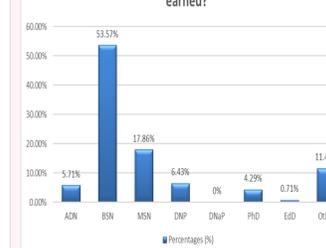


Q8-How long have you been in the nursing profession?

Strong statistical significance. P-value: 0.000128



Q9- Which of the following degrees have you earned?



Conclusion

Strategic planning is shown to positively impact a nonprofit organization. SP leads to an increase in fundraising capacities, long-term sustainability, and better achievements toward the NPO mission and objectives. Research supports that with an adequate SP in place; NPOs are better equipped for the future and will be more successful in their ventures. A strong strategic planning process provides the appropriate decision tools and alignment that are necessary to support the NPO in enduring sustainability as an organization.

Recommendations

- Evaluate your organization's current position and review the mission, vision, goals, and objectives
- Gather appropriate people and create a strategic plan and a timeline
- The strategic plan should be reviewed throughout the year to ensure the organization is staying on track of its mission, objectives, aims and goals
- Develop a strategic plan and revise every 2 years
- Strategic plan should be reviewed and approved by board members prior to implementation

Acknowledgements

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- Dr. Jacki Karlin-Key stakeholder
- Wisconsin Nurses Association- Dissemination
- Eta Pi-All board leaders and chapter members