



UNITED NATIONS ASSOCIATION
OF THE UNITED STATES OF AMERICA

San Francisco Chapter

Strategic Plan

STARTING 2021



UNA-SF Chapter

Final



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INTRODUCTION

The United Nations Association, San Francisco Chapter (UNA-SF) has committed to a strategic planning process designed to bring enhanced focus to its activities. The Board of Directors has developed this 3-year strategic plan to help direct the organization over the next three to five years. *This plan was approved on March 20, 2021.*

MISSION AND VISION: THE STRATEGIC FOUNDATION

UNA-SF's mission and vision provide the basis for organizational direction and decision-making. These elements remain constant as UNA-SF's fundamental purpose (mission) and desired long-term future (vision) and continue to serve the organization well.

MISSION:

As a Chapter of UNA-USA via an 'Affiliation Agreement', UNA-SF educates, inspires, and mobilizes people within its jurisdiction to support the goals and ideals of the United Nations Charter.

VISION:

The UNA-SF leverages the historic significance of San Francisco as the birthplace of the United Nations to become a positive force in achieving the world we want and the UN we need by making people's voices heard by high level decision-makers and providing a platform for partnerships to achieve the 17 Sustainable Development Goals.



GOALS AND OBJECTIVES: THE STRATEGIC DIRECTION

UNA-SF's five strategic goals—educate, advocate, extend, engage, and respond—serve as broad statements of what the organization most wants and expects to accomplish over the next three years. The goals are supported, in each case, by a handful of objectives that further define specific accomplishments to pursue within the plan horizon.

GOAL – EDUCATE

UNA-SF educates about the work of the United Nations.

- Develop programming and promotions and expand educational topics that enable UNA-SF to educate and inspire a wider range of audiences and partnerships.
- Partner with University of San Francisco and other educational institutions, creating lifelong learning and mentorship opportunities.
- Cultivate relevant experts via a network of speakers, advisory groups, and Board of Directors.

GOAL - ADVOCATE

UNA-SF advocates for support of UN Treaties, Covenants, Declarations, and the Agenda 2030 (SDGs).

- Conduct advocacy activities that supports the UN achieving its SDGs by 2030.
- Develop resolutions on specific humanity issues that relates to UN SDGs.

GOAL – EXTEND

Develop, refine and optimize methods to increase awareness, understanding and application of UN SDGs.

- Augment UNA-SF's marketing and promotional capabilities to drive higher levels of awareness and uptake of programs/events offerings.
- Foster collaborations throughout the UNA organization to augment the positive impact of UNA-SF's offerings on SDGs.



GOALS AND OBJECTIVES: THE STRATEGIC DIRECTION CONT'D

GOAL -ENGAGE

Foster vibrant, informed and engaged UNA-SF members, partners, other chapters, communities, and other interested parties that will enable sustainable fundraising efforts.

- Develop, implement, and assess methods to strengthen membership and partnerships.
- Develop a fundraising plan and implement a few campaigns beginning in 2021.

GOAL -RESPOND

Work collaboratively within the local, national, regional, and global communities to increase the value, usefulness, and effectiveness of UNA-SF's educational and advocacy activities.

- Identify and launch programs on select SDG topics to adapt offerings to address local demand.
- Work to translate our programs into practical tools and resources that drive effective educational, membership, advocacy, and fundraising activities.



STRATEGIC INITIATIVES: FOCUSING OUR EFFORTS

To achieve its for goals, UNA-SF will embark on the following initiatives. Each initiative includes a series of cross-functional programs and activities designed to provide maximum force toward reaching the goals and objectives outlined above. Board leads will take responsibility for implementing each initiative, with oversight from the Executive Committee and relevant Committee or Working Group.

INITIATIVE 1: Membership and Volunteerism

- A. Make it a priority to recruit a membership chair.
- B. Volunteerism is the lifeblood of UNA-SF and can only be accomplished with the support of our members. UNA-SF will continue to work with UNA USA to determine the Chapter's full membership.
- C. Only through close communication with its key constituencies can UNA-SF deliver relevant and timely educational events / programs / seminars, and advocacy activities. UNA-SF will actively reach out to its key constituencies to achieve open, two-way dialogue. The dialogue will be used to validate programs and identify new opportunities.
- D. Young professionals are the future of UNA-SF. UNA-SF will continue its collaboration with USF in expanding its Seminar Series (YPSDG) and develop other SDG-related courses and strengthen our young professional involvement in UNA-SF activities.

INITIATIVE 2: Organizational Effectiveness

- A. UNA-SF must become more agile so that it can deliver its educational series of events/programs/seminars in a timely manner while respecting the value of volunteer time. UNA-SF will review all aspects of the organization to identify and remove encumbrances to agility and the respectful use of volunteer time.
- B. The various committees are the engine that drives UNA-SF activities. They must operate at full efficiency for UNA-SF to meet its desired goals. UNA-SF will review all aspects of each committee to ensure it is ready for today and tomorrow's needs.
- C. Alignment with other existing UNA Chapters and organizations may be the fastest way to achieve success. UNA-SF will consider all arrangements on working with other existing organizations, including partnerships, sponsorships, and joint ventures.



INITIATIVE 3: Event/Program/Seminar Development

- A. UNA-SF must deliver its educational offerings – events, programs, seminars - to its members in effective and meaningful ways.
- B. Effective advocacy and educational activities. UNA-SF will meet with key partners, members and interested parties to ascertain how UNA-SF can best assist in helping the UN successfully achieve a select number of SDG goals each year.
- C. The world is being transformed due to climate changes. UNA-SF will work with other UNA Chapters and other organizations to map a course through this changing environment that will deliver the most positive impact to its communities.
- D. Board members having an understanding and reasonable knowledge of UN-related activities is critical to the success of UNA-SF achieving its goals. UNA-SF will conduct periodic orientations and retreats to ensure engagement of Board members in UN activities.
- E. As part our UNA-SF's mission to raise awareness and educate people about the UN, UNA-SF will approach middle or high schools in the Bay Area for educating about UN and SDGs.
 - Potential assignments/tasks for (i) YPSDG Seminar Series participants – take a session about the SDGs to schools; (ii) interested members, volunteers once a process is streamlined.

INITIATIVE 4: UNA-SF's Fundraising Role

- A. UNA-SF Fundraising Committee will develop overarching fundraising policies and plan.
 - UNA-SF will implement a few fundraising campaigns beginning in 2021, securing more diverse and sustainable sources of funding/revenue.
 - Project in the Field: UNA-SF will look for opportunities to partner with an NGO to participate in on-site projects.

INITIATIVE 5: Global Consultations

- A. Conduct stakeholders' consultations annually in April to inform our advocacy efforts, in addition to other consultations UNA-SF may undertake on special SDG topics.
 - i. Recruitment of diverse voices, hosting and facilitating discussions about diverse perspectives on global issues and the role of the UN.
 - ii. As part of the broader goal of hosting relevant UN-related conversations, document and publish consultations feedback to raise awareness of the UN, advocate, engage our communities and attract new members.



OUTCOMES AND MEASURES: THE PLAN’S STRATEGIC IMPACT

As UNA-SF works to implement its strategic plan, monitoring high-level desired outcomes and corresponding measures will allow the organization to assess its progress and adjust as needed.

Desired Outcomes	Measures
Increased engagement in all UNA-SF activities by working with Board of Directors and Advisory Board.	<ul style="list-style-type: none"> - 100% of Board members engaged some UNA-SF activities - annual Board assessment and peer reviews.
Increased membership and higher level of volunteer engagement and satisfaction	<ul style="list-style-type: none"> - Grow UNA-SF’s membership by 5% over the next 3 years and increase active volunteer participation by 10%. - Software - ‘button’ on website for members to provide feedback
Increased breadth of UNA-SF’s select program offerings.	<ul style="list-style-type: none"> - Deliver program-specific surveys (online) to assess impact of each program. - Conduct social media analysis
Increased awareness of UN and UNA-SF and utilization of its resources among priority audiences	<ul style="list-style-type: none"> - Strengthen ties with key constituencies and members.
Increased fundraising efforts	<ul style="list-style-type: none"> - Develop fundraising policies and a plan. - Implement a few campaigns with specific \$ goals
All committees are active	<ul style="list-style-type: none"> - Sunset inactive committees after a 12-month period.

STRATEGIC PLAN – UPDATE SCHEDULE

At the very least, strategic plan shall be reviewed every year at the Board Planning Session. This include addressing whether the existing assumptions made are still relevant? Have the challenges and issues change? Etc.



STRATEGIC PLAN ON A PAGE

MISSION
<i>To educate, inspire, and mobilize people within its jurisdiction to support the goals and ideals of the United Nations Charter.</i>
VISION
<i>The UNA-SF leverages the historic significance of San Francisco as the birthplace of the United Nations to become a positive force in achieving the world we want and the UN we need by making people's voices heard by high-level decision makers and providing a platform for partnerships to achieve the 17 Sustainable Development Goals.</i>
VALUES
Excellence Commitment Integrity Collaboration Volunteerism

G O A L S	EDUCATE	<ul style="list-style-type: none"> • Develop programming and promotions and expand educational topics that enable UNA-SF to educate and inspire a wider range of audiences and partnerships. • Partner with University of San Francisco and other educational institutions, creating lifelong learning and mentorship opportunities. • Cultivate relevant experts via a network of speakers, advisory groups, and Board of Directors.
	ADVOCATE	<ul style="list-style-type: none"> • Conduct advocacy activities that supports the UN achieving its SDGs by 2030. • Develop resolutions on specific humanity issues that relates to UN SDGs.
	EXTEND	<ul style="list-style-type: none"> • Augment UNA-SF's marketing and promotional capabilities to drive higher levels of awareness and uptake of programs/events offerings. • Foster collaborations throughout the UNA organization to augment the positive impact of UNA-SF's offerings on SDGs.
	ENGAGE	<ul style="list-style-type: none"> • Develop, implement, and assess methods to strengthen membership and partnerships. • Develop a fundraising plan and implement a few campaigns beginning in 2021.
	RESPOND	<ul style="list-style-type: none"> • Identify and launch programs on select SDG topics to adapt offerings to address local demand. • Work to translate our programs into practical tools and resources that drive effective educational, membership, advocacy, and fundraising activities.

INITIATIVES
<ul style="list-style-type: none"> • Membership and Volunteerism • Organizational Effectiveness • Event, Program, and Seminar Development <ul style="list-style-type: none"> • Fundraising • Global Consultations

OUTCOMES
<ul style="list-style-type: none"> • Increased Engagement in All Activities • Increased Membership & Volunteer Engagement <ul style="list-style-type: none"> • Increased Breadth in Program Offerings • Increased Awareness of UN, UNA-SF, & Resources <ul style="list-style-type: none"> • Increased Fundraising Efforts • All Committees are Active



APPENDICES

1. Program Planning & Implementation (*Approved – available on website*)
2. MARCOM (marketing & communications) Plan & Guidelines (*Approved – available on website*)
3. Membership Plan (TBD by Membership Committee or Working Group)
4. Fundraising Policy & Plan (TBD by the Fundraising Working Group)