

1920 Conference of Executives of National Organizations

1923 National Social Work Council

1945 National Social Welfare Assembly

1967 National Assembly of National Voluntary Health
and Social Welfare Organizations

1997 National Assembly of Health and
Human Service Organizations

2005 National Human Services Assembly

2007 National Human Service Council?

NATIONAL 2.0 ASSEMBLY

A FRAMEWORK FOR THE 2ND 85 YEARS

STRATEGIC PLAN, 2007-2010



National Assembly 2.0

From the timeline on the cover of this strategic plan, it is clear that the Assembly has been around, in various forms, since the 1920s. Why a new version, a new “release” at this point? Well, first, it is not entirely new: the Board intends to combine the best of the Assembly’s past—its tradition—with its vision for the future. And, indeed, the organization has evolved significantly over the years.

With this plan, the organization intends not a change in purpose or direction but the amplification of both. Still, the plan does reflect a shift: from an organization that fosters information exchange and the collaborative monitoring of the full range of human service issues; to an organization which accelerates learning and marshals the intellectual and organizational powers of its members to shape practice and policy around a small number of very significant health and human service/human development challenges.

We gratefully acknowledge Shirley Sagawa, principal with the firm of Sagawa-Jospin, whose research, conceptual, and writing skills helped shape this unique document.

About the National Assembly

Twelve major national social service agencies founded the National Social Work Council in 1923 to help the agencies better accomplish their objectives. Today, the National Human Services Assembly (National Assembly) has 70 members that employ some 800,000 people, manage \$32 billion in service dollars, operate 156,000 sites, and touch nearly every household in America—as donors, consumers of services, or volunteers. While our membership still includes the best-known names in human services, these agencies have been joined by smaller organizations that fill unique niches in the sector.

When it was founded, the Assembly’s purpose was to allow for informational exchanges and discussions of common problems. Today, the National Assembly remains sharply focused on engaging its members in learning, information-sharing, and collective action. Specifically, the Assembly involves staff and volunteer leaders of its members in peer councils, learning forums, issue coalitions (e.g., youth, aging, family), and information exchanges (e.g., listservs, websites). Through these vehicles, it imparts knowledge and pursues joint action strategies.

I. Setting Strategic Direction

As do many organizations, the Assembly periodically steps back to assess its strategic direction. In the development of the strategic plan for 2007 - 2010 the Strategic Implementation Committee and Board undertook a multifaceted process encompassing both external and internal examinations of the current and possible future conditions affecting the Assembly.

In this unique process, the Assembly sought to integrate into its strategic planning some of the latest thinking on organizational effectiveness, notably the work of “Good to Great” author, Jim Collins; and scenario planning, a process which brings into sharp focus critical “unknowns” in an organization’s environment and future. The Assembly pursued this hybrid approach because it felt that simple trend analysis would not serve it well in these volatile times and conscious that it might be pioneering methods others might find of value.

The stages of the planning process have included:

- **What Members Want:** In-depth discussions by the Board of goals and strategies, informed by input from members, including two meetings of members, to gauge the membership's wants and needs.
- **Environmental Scan:** An environmental scan to assess the external forces affecting the human services field and the Assembly itself.
- **Scenario Planning:** A scenario planning process to enable the Assembly to envision the strengths that the Assembly would need to foster to prosper under each of several alternative possible futures.
- **Good to Great Analysis:** An internal examination of the Assembly, based on Jim Collins's monograph *Good to Great In the Social Sectors*, which was based on his groundbreaking business book.

Each of these elements is discussed below in this document.

A. What Members Want

Members have communicated through a variety of means what they value and want in their association. The following needs consistently emerge:

- Specialized peer exchanges and coalitions.
- Collaborative benchmarking specific to national nonprofit HHS organizations.
- Assistance in improving business operations and reducing costs.
- Leveraging members' collective clout to influence policy in a bi-partisan, non-ideological way.
- Enhancing trust and accountability in the sector.

Additional internal/operational needs expressed include:

- Ensure that Assembly forums add value and do not replicate other forums.
- Bridge potentially competing or overlapping forums and efforts.
- Leverage knowledge from all credible sources.

B. Environmental Scan

The Assembly and its members comprise a sector unto itself, albeit a sector with ambiguous boundaries. A large core of social welfare services have historically been defined as human services. Yet, there are services—such as prevention, disease-specific programs, and school-linked social services—that bridge two or more sectors. While it is challenging to definitively quantify the sector that the Assembly embraces, according to data from the Urban Institute's Center on Nonprofits & Philanthropy:

- 25% of reporting domestic public charities were nonprofit human service organizations – approximately 213,000 organizations.

- Nonprofit human service organizations received 10.7% of the \$1.6 trillion dollars received by domestic public charities.

These figures measure our sector in a very broad sense, but there is much more to learn. It is a complex sector, given the intertwining of philanthropic, fee-for-service, third party, and government financing of health and human services. There is, in addition, a complex web of relationships between and among national, state and local entities and providers.

Forces Affecting the Sector

With competing demands on public funds—homeland security, the war in Iraq, tax cuts, rebuilding from major national disasters, and prescription drug relief among them—funding for domestic needs has arguably not been under greater pressure. Indeed, many of the programs provided by human development and community development agencies fall in the Federal budget under the heading of “discretionary spending,” even though those programs are critical to individuals, families and communities. Discretionary spending has been increasingly competitive in recent budget rounds and can be expected to be so for the foreseeable future, despite growing needs of America’s aging population and the challenges faced by younger families who are struggling economically. In the face of limited spending and expanding need, funders of all types are increasingly looking for proof of impact.

Philanthropic giving in general is a challenge for the human services sector. Giving in total rises in proportion to the growth in the economy. However, giving to human services languishes behind giving to most other sub-sectors, although it increased in 2005 after declining three years in a row. Americans prove their generosity and appreciation for nonprofit organizations again and again in the face of disasters like 9/11, the Asian Tsunami and Hurricane Katrina. And yet such giving can be seen as competing with fundraising for ongoing operations (however, the evidence is mixed).

Increased attention has been given to the role of faith-based organizations in service delivery. However, the faith-based organizations that have delivered services as agents for government for many decades have not received much lift from the increased attention.

Increased attention has also been given to volunteerism and national service, particularly the potential for agencies and communities to increase their capacities to engage more volunteers.

Charity scams and abuses have captured the attention of the media and legislative leaders. The problem has reached the point where, in the wake of Hurricane Katrina, federal agencies took out ads in newspapers urging donors to be on cautious in their giving. The Senate Finance Committee and others in Congress took action to protect the public. The nonprofit sector responded with support for increased accountability but a collective wish to avoid new and redundant certification measures. Adding to this complex picture is a proliferation of nonprofit rating and ranking programs, often with conflicting standards.

While adversity, such as budget and accountability pressures, have brought many in the nonprofit sector together, the various sub-sectors part company on solutions and priorities. In addition, some of the louder voices on issues that matter to the Assembly and its members are or appear to be partisan.

“Big” and “little” is emerging as an issue in the sector, as larger organizations coalesce increasingly and in new ways. On the other side of the ledger, smaller organizations struggle

with maintaining basic operations. The number of nonprofit organizations continues to grow, increasing competition for resources. New organizations founded by “social entrepreneurs” along with for-profit providers are entering the human services field in greater numbers. Across the board, human service organizations face challenges and opportunities presented by rapid technological advances.

Trends Affecting the Assembly

Membership has grown over the past few years from about 60 to more than 70 and, in the National Collaboration for Youth from the low 40s to over 50. These net gains reflect both the loss of members and the greater gain of members new to these alliances. Membership losses appear to be driven, for the most part, by two factors: serious budget problems on the part of organizations; and a change in member organizational leadership, where the new CEO does not value association affiliation.

Foundation support is significant to the Assembly. We seek funding for initiatives as do our members and have met with a fair amount of success over the years. However, as an Assembly, we buck two trends: foundation giving that is increasingly focused and/or localized; and fewer sources interested in supporting sector capacity building.

The number of business entities that have partnered with the Assembly to provide benefits to members has grown over the past few years.

Knowledge management—capturing pertinent service and management knowledge and making it accessible—is gaining prominence in the sector and within the Assembly, as it hosts multiple informational websites (e.g., National Youth Development Information Center, Family Strengthening Policy Center) and electronic newsletters (e.g., Human Services Newsbytes, Youth Development Learning Network).

The issues of rising concern and interest among National Assembly members and others in our environment include: engaging “boomers” and other older adults, especially as the younger workforce shrinks; addressing the “leadership deficit,” i.e., strategies for attracting replacements for the large cadre of soon-to-retire sector leaders; approaches that integrate child, family and community development to produce better outcomes for more children and youth; increasing the capacities of agencies and communities to manage volunteers; inclusion – ensuring access to opportunity and services without regard to ability, economic means, ethnicity or other characteristics; connecting grassroots and grassroots policy efforts for greater impact; and finding a collective policy voice that is people/sector-focused.

C. Scenario Planning

While the environmental scan offers a useful picture of the current context in which we operate, it does not necessarily tell us what the future will hold. Planning based on the assumption that current trends will continue could leave us unprepared if these trends escalate or reverse, or new trends emerge. To address this concern, the Assembly chose to undergo scenario planning.

As described by the Global Business Network, one of the foremost authorities on scenario planning, scenarios are tools for considering alternative future environments in which today's decisions might be played out. In practice, scenarios resemble a set of stories built around key

variables. In contrast to planning based on trend analysis, scenario planning focus on critical factors whose future is unclear or unknown.

Each scenario is given a memorable name that captures its spirit and provides useful shorthand for planners. Scenarios are powerful planning tools because the future is unpredictable. Unlike traditional forecasting, scenarios present alternative images instead of extrapolating current trends from the present. Consequently, creating scenarios requires decision-makers to question their broadest assumptions about the way the world works so they can foresee decisions that might be missed or denied.

The Assembly determined that two variables were of critical importance to the nonprofit human service sector but whose trajectories are unknown: public will to address to human service needs and the pace of change. These variables were chosen, with credit to the Alliance for Children and Families, whose strategic planning process preceded ours. Our scenarios are represented in Appendix A. Following is a brief summary of each scenario.

Arrested Development: The pace of change is slow (or status quo) and public will toward addressing human needs is weak (again, or status quo). Trend lines point to increased inequality and division but most Americans are complacent about (or unaware of) these problems. Self-interest prevails.

Regimes Change: The pace of change is slow and public will is increasing to strong. “Community” and making it better matter and nonprofit organizations are looked to for leadership.

Snakes on a Plane: The pace of change is rapid but public will languishes. Crises of all kinds—economic, international, natural disasters—come fast and furious, leaving many fatigued, skeptical or complacent about addressing domestic challenges.

Greatest Generation Redux: The pace of change is fast and public will is high. Challenges come fast and furious, as in “Snakes on a Plane,” but inspire a desire to build a strong society based on shared sacrifice.

Each of these possible futures has significant implications for the Assembly and other human service organizations. For example, in “Arrested Development,” human service organizations would face the challenge of declining resources and related difficulties serving clients. They would be under pressure to merge, or to serve higher wealth clientele as a means of subsidizing care for low-income populations. But in that space they would compete with for-profit or niche providers. In “Snakes on a Plane,” the situation would be even worse, as funding challenges would be more severe, societal fragmentation even more pervasive, and needs even greater and more complex (i.e., the need to respond to disaster situations and to serve large numbers of people who don’t speak English).

Both “Regimes Change” and “Greatest Generation” offer more positive futures. Both would demand better collaboration skills from human service organizations, increased opportunities for volunteer involvement, improved accountability, and greater emphasis on achieving documented results. Both would require large nonprofit organizations to offer public leadership. “Greatest Generation” would suggest the need for greater nimbleness, innovation, and cost-effectiveness, and call for improved responses to disaster situations.

The key in scenario planning is to monitor key indicators, such as those suggested below, to know which scenario, or aspects of a scenario, is emerging.

<p>Arrested Development</p> <ul style="list-style-type: none"> • Increasingly unequal income distribution • Increased segregation • Declining share of funding for domestic discretionary programs, particularly those under the Labor/HHS subcommittee jurisdiction • Low expectations about the ability of government or nonprofits to solve problems 	<p>Regimes Change</p> <ul style="list-style-type: none"> • Power in Congress, the White House, State Houses, Governorships moves from conservative to progressive • Increasing support for government role in reducing income inequality and more willingness to pay taxes • Increasingly positive views of government and nonprofit organizations • Increased volunteering
<p>Snakes on a Plane</p> <ul style="list-style-type: none"> • Increasingly unequal income distribution and rising child poverty • Increased segregation and support for the idea that people have the right to live in segregated communities • Crime increases as do the number of families living in gated communities • Increasing linguistic isolation • Growth of religious fundamentalism • Increased number of disasters – both natural and terrorist; support for disaster relief comes at the expense of regular human service programs • Defense and supplemental spending grows while Labor/HHS funding declines dramatically 	<p>Greatest Generation Redux</p> <ul style="list-style-type: none"> • Increased confidence in government and nonprofit organizations to solve problems • Increased giving to disaster relief • Increased volunteering • Growth in the nonprofit sector • Increasing number of disasters – both natural and terrorist • Increased supplemental spending by Congress • Power in Congress, the White House, State Houses, Governorships moves from conservative to progressive

The human service sector cannot influence the pace of change, only deal with its affects and be as prepared for rapid change as possible. And that is a significant implication for the sector, individual organizations, and the Assembly: keep pace with changes in technology, changes in society (e.g., changing demographics), and changes in human service needs and demands— stay on top of our game, which we can do individually but more efficiently and potentially effectively through a learning vehicle like the National Assembly. Knowledge development and learning have arguably never been more important.

As a part of civil society, the nonprofit human service sector, while nonpartisan, can play a role in promoting public will---increasing awareness of human needs and challenges, seeking to advance positive solutions. Our clout has its limitations but it is in our best interests and in the best interests of those we serve to maximize our involvement and civic involvement broadly in support of knowledge-driven approaches to meeting human needs and building caring communities.

While the sector is not large or powerful enough (nor is any single sector) to influence the pace of change or make the public care passionately about addressing domestic needs effectively, we can educate and involve people in understanding the problems and crafting the solutions and we can do so more effectively if we learn and act in tandem.

Facilitating learning, strategy development and collective action are what members would seek in their association in light of all four scenarios or whatever combination of them emerges. The specific scenario conditions will dictate urgency and focus. At present, with indicators pointing more toward the more limited public-will scenarios, creating awareness and will—both for the major issues and for the contributions the nonprofit sector can make—becomes a necessary piece of our work.

We turn to applying “Good to Great” principles, to determine how the Assembly could provide such needed support more effectively.

D. Good to Great Analysis

A great organization is, by definition, more likely to be effective under any possible future. While the National Assembly does not hold itself out as “great,” it strives to become so. As such, the Board undertook a process to identify the organization’s strength relative to the framework of “greatness” laid out in Jim Collins’s monograph *Good to Great and the Social Sectors*. A summary of that framework can be found in Appendix B:

Applying Good to Great thinking led us to focus on three questions the author, Jim Collins, poses. Answering these questions enables an organization to clarify and focus on its *raison d’être*, its unique contribution(s), and the resources that drive it. Following are the questions (in bold), followed by our responses (the bullet points).

First, what are we deeply passionate about?

- The enormous potential that exists in all people and communities
- The essential role of an independent nonprofit sector in human and community development
- Collaboration as an essential means of improving lives and communities
- Continuous improvement and learning
- The importance of giving back to the community and supporting the greater good
- Representing the highest level of integrity and accountability

Second, what can we be the best in the world at?

- Facilitating collaboration to:
 - achieve impact
 - create power for the voiceless
 - lead positive social change to improve the human condition
- Creating value for members and their affiliates, including:
 - opportunities for cross-organizational networking and learning
 - access to information
 - opportunities to save money
 - the chance to be a part of a larger movement for positive change

And finally, what drives our resource engine?

- Membership investment (dues and participation)
- Earned revenue and services to members
- Reputation
- Grant and sponsorship dollars
- Volunteer labor of members

The goals and strategies in this plan are framed in the context of the foregoing, with the intent that the Assembly move from Good to Great as a community learning and acting in concert.

II. Strategic Plan

The sections below, from “Mission” through the end of the document, comprise the strategic thinking, planning and action framework for the National Assembly.

A. Beliefs

Members demonstrate shared beliefs in their work and in their participation in the National Assembly. These include:

- the value of individuals
- the integrity of families
- the importance of self-determination
- the potential that exists in every individual, regardless of ability, ethnicity, economic status, or other characteristics
- the centrality of developmental approaches to human development and community development
- the value of tried, tested, successful prevention, intervention and treatment strategies
- the value of collaboration in addressing health and human service needs.

The members of the National Assembly also believe that these organizations, individually and collectively, play a significant role in the American democracy. In this society, neither the government nor the for-profit sector meets all needs—many significant needs are addressed by organizations organized and sustained by citizens. In our organizations, citizens are not only actively involved at all levels but perhaps hold us to a higher degree of accountability than other sectors.

The viability of the nonprofit health and human service sector is a bellwether for civil society. As a community of agencies, we believe that not only are our organizations necessary to the nation for the services they provide but also for the fundamental expression of citizen involvement they represent. That is essential to democracy.

B. Customer and Beneficiaries

The Assembly's primary customer: Our members and their networks/constituents.

The beneficiaries of our work: People in need and society at large.

C. Mission

The mission of the Assembly is:

To strengthen health and human services in the United States through the active involvement and leadership of its members.

D. Vision

The collective strategic thinking for the Assembly projects "vision" in two ways—as it applies to society in general and as it applies to the Assembly as an entity. The two are captured below.

Vision for America: A just and caring nation that effectively addresses the development and care of its citizens.

Vision for the Assembly: An acknowledged and effective leader of the nonprofit health and human services sector as it strives, with its members and other sectors, to achieve this Vision for America.

E. Operating Principles

1. The Assembly members comprise a learning community of organizations that endeavor to continuously improve the delivery and management of the services and organizations for which they are responsible.
2. The National Assembly strives for collective voice and action. It is a vehicle for members not the representative of them.
3. The work of the National Assembly and this plan is meant to be achieved primarily through the combined efforts of its members and through partnerships with others.
4. The National Assembly focuses on efforts that members cannot address as effectively individually.

F. Core Competencies/Contributions of the National Assembly

Facilitating collaboration to:

- achieve impact
- create power for the voiceless
- lead positive social change to improve the human condition

Creating value for members and their affiliates, including:

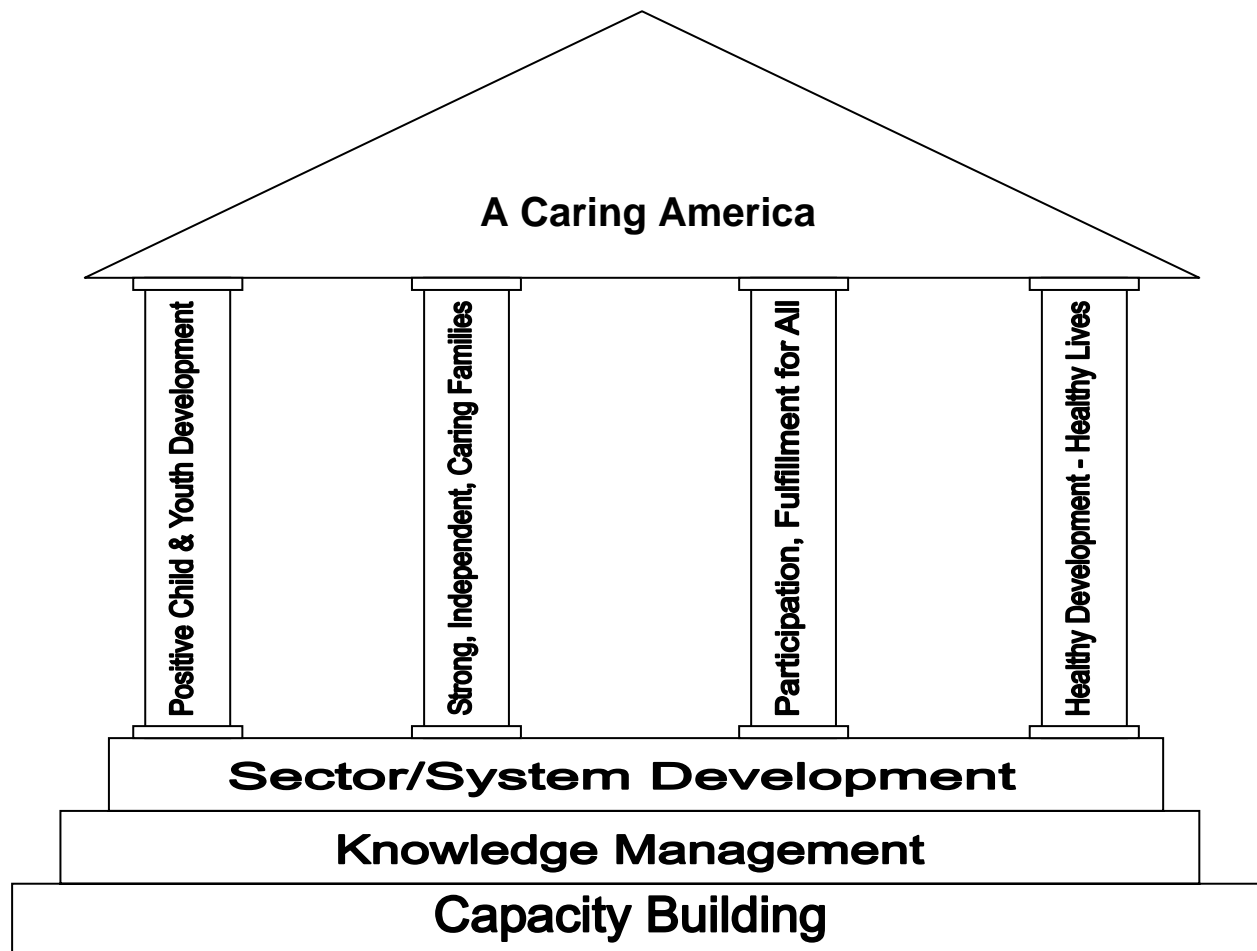
- opportunities for cross-organizational learning and networking
- access to timely, valuable information from credible sources
- opportunities to save money on operations so that more dollars are available for mission fulfillment
- the chance to be a part of a larger movement for positive change

It is our intent to continuously exercise and hone these competencies, striving to be world class.

G. Core/Desired Image and Focus

To be a catalyst for innovation, collaboration and quality in the nonprofit health and human service sector.

As every organization that strives for effectiveness, the Assembly seeks to focus its energies where they are needed most. The following virtual edifice, proposed as the essence of the Assembly's work, suggests the areas of focus for the catalytic innovation, collaboration and quality it seeks.



At the bottom of this edifice one finds the foundation, the steps that under gird and lead to the pillars that, in turn, hold up the roof. These steps include “Capacity Building” and “Knowledge Development,” which are fundamental to the work of the Assembly—bringing national leaders and organizations together to learn—to increase their knowledge, skills, and ultimately, effectiveness. The third step, “Sector/System Development,” refers to ways that members work through the Assembly to advance their “industry,” such as developing cadres of future sector leaders.

The trust and collaboration that emerges through capacity building, knowledge development and sector/system development—all internal to the member organizations and sub-sector—make it possible for the Assembly and its members to pursue higher collective aspirations for improving lives and communities on a grand scale.

The four pillars represent our areas of focus, beyond sector or “industry” issues that the Assembly envisions at this time. These pillars may morph or various ones of them may be replaced over time, though the first two—which embrace child, youth, family and community development—are likely to be sustained over time.

I. Positive Child and Youth Development. The largest cluster of members coalesce around this pillar through the National Collaboration for Youth, which focuses on asset-based, asset-development approaches to child and youth development.

II. Strong, Independent, Caring Families. Clearly related to Positive Child and Youth Development, this pillar reflects our members’ and partners’ active involvement in strengthening families and communities.

III. Participation, Fulfillment for All. The Assembly and its members provide strong voices on behalf of people with disabilities, older adults, racial, ethnic, and language minorities, and others who face disproportionate challenges. We seek to move their concerns to the mainstream.

IV. Healthy Development – Healthy Lives. The Assembly and its members address health, prevention of disease, healthy living conditions, nutrition, and other health factors as essential elements of human and community development, particularly for vulnerable populations.

Pillars I and II are dominant and unifying themes for many in the human service field and most National Assembly members. As such, they are areas where the Assembly can, should and will facilitate/catalyze leadership among its members. Pillars III and IV are cross-cutting, yet are equally important. Because they are cross-cutting (e.g., inclusion of and service to people with disabilities belongs in all four pillars), we envision our efforts in two primary ways: addressing inclusion, opportunity and health as a part of child, youth, family and community development agendas; and helping to support and broadcast the voices and wisdom of members and others that represent and serve special populations and needs.

Each pillar becomes a focus of research, policy development, partnership development, agenda-setting and action for the Assembly. Together they enable the Assembly to aim for its ultimate goal—its Vision for America: *a just and caring nation that effectively addresses the development and care of its citizens and communities.*

H. Goals and Strategies

Goals:

- I. **Leadership:** Provide knowledge-driven leadership on effective approaches to human and community development.
- II. **Knowledge:** Serve as a respected, authoritative source and broker of knowledge about the human service sector and specific priority issues.
- III. **Capacity:** Strengthen the quality and utilization of membership services in order to help members increase their efficiency and effectiveness.

Strategies:

Our goals are interdependent as are our strategies, which fall roughly in two categories: capacity building—things the Assembly needs to do in order to increase its abilities and positioning; and collective action—efforts with the Assembly membership to have a significant impact on major human service and sector issues.

The building blocks to achieve our ultimate objective—collective impact on major human service and sector challenges—are these:

- An active and involved membership
- A solid financial core (from membership and group purchasing)
- Knowledge development, learning
- Knowledge-driven strategy
- Collective action around a common, focused agenda

The following strategies reflect these building blocks.

Capacity Building

- **Enhance the Assembly's abilities to assemble and present important knowledge.**
- **Strengthen our abilities to lead efforts of change.**
- **Increase membership and membership involvement**

Collective Action

- **Catalyze members and others around current pressing service system issues**
- **Develop/catalyze knowledge, energy around priority issue areas (including system development issues).**

- a. Near term: child & youth development; family and community; human services workforce; federal domestic investments
 - b. Longer term: inclusion (diversity, opportunity); health
- **Develop and pursue an action agenda for each priority issue.**

Appendix C includes a preliminary timetable for implementation of these strategies.

I. Key Performance Indicators

Around capacity building (in the near term):

- Capacity to synthesize information and conceptualize solutions is established for two pillars
- Repositioning begins to take hold: new (simpler) name is accepted and used; national leaders consent to serve as trustees; subscriptions to newsletters increase dramatically
- More leaders of more member organizations participate in Assembly offerings; and more offerings are made available
- A systematic process of knowing what members want and how well we are performing is in place

Around collective action (again, near term):

- Efforts around children and youth and family/community pillars begin to crystallize around a specific agenda
- Staffing support is available for these two pillars
- There is active member involvement around major current system policy issues
- Strategy has been developed for addressing at least one of the major system issues on a significant scale (e.g., workforce, volunteerism)

Positive results on these indicators are expected by the first quarter of the second full year of plan implementation---2009: a time for an assessment of progress and the plan itself, with benchmarks for the next phase of implementation.

APPENDIX A

Scenarios Affecting the National Assembly and the Sector

Weak public will



Strong public will

Slow
pace of
change



Arrested Development

- Although trend lines point to increased inequality, economic and ethnic divisions, international instability, and environmental peril, the majority of Americans remain complacent about these problems
- In the meantime, the aging of the population and pressures on the US health care, education, and human service systems due to growing poverty leave little public funding for other needs
- Most Americans have low expectations about the ability of government or large nonprofit institutions to solve important problems
- The resulting erosion in funding causes longstanding nonprofits to scale back, seek mergers, or close their doors
- As quality in education, health, and human services is eroded due to inadequate funding, wealthier families buy the services they need at a higher quality than the rest of the country, leading to explosive growth of private schools and recreational clubs, rooms in elite wings of hospitals with higher levels of service, private security for high income neighborhoods, and other premium services, which accelerates the entry of for-profit companies into these fields
- Increased cultural and language diversity and economic segregation leads to increased social segregation – most people know only others like them and Americans become increasingly xenophobic
- Giving by individuals tends to support institutions that benefit them personally, if indirectly – higher education, religious and disease-related giving remain strong while funding for human services declines, causing increased reliance on fee-for-service income

Regimes Change

- Trend lines pointing to increased inequality, economic and ethnic divisions, increased poverty, and an aging population, along with fears about environmental disaster and escalating terrorism inspire new public will to address these problems collectively
- Expanding access to the American Dream, integration of immigrants including English Language learning, alternative energy sources, reinventing education, and productive aging emerge as priorities
- The public looks for leaders to articulate responsible strategies based on proven results, favoring prevention and long-term solutions over “band aid” approaches
- Demands for accountability remain strong, and improved systems increase faith in public leadership
- Americans accept the need for increased taxes and investment in education and human services
- Americans look to longstanding leaders in the nonprofit field to point the way forward
- Giving across all fields increases and donors seek other ways to become involved; individuals volunteer in record numbers, requiring better systems to engage them
- Cooperation across the sectors – including government, philanthropy, nonprofit, and business organizations – allows for more effective public problem solving
- Greater activism increases demands for change in human service strategies and organizations

Snakes on a Plane

- Crises come fast and furious –
 - Global warming leads to unprecedented natural disasters, occurring on a monthly basis around the world
 - Home-grown terrorist acts in the US occur regularly as numerous communities grow disaffected and angry and old methods of combating terrorism fail in the face of this new threat
 - Rapid growth of the elderly population creates catastrophes within the systems intended to care for

Greatest Generation Redux

- Rapid changes, including a series of crises with draconian consequences, inspire a desire to build a stronger society based on shared sacrifice
- Although the rapid pace of change exacerbates the economic, cultural, and language divides, shared crises bring people together
- Shared values become apparent across diverse communities and a communitarian spirit grows

Fast
pace of
change

them and leaves millions destitute and in failing health

- High rates of poverty, especially among children, strain human service systems to the breaking point
 - Crime, drug use, disease epidemics, and widespread educational failure create a sense of helplessness that fuels further problems
 - At the same time, upper income families increase their wealth, enabling them to buy premium services and avoid interaction with “dangerous” communities
 - The shrinking number of middle class families look to safeguard themselves personally and walled communities become the norm
 - “Survivalist” tactics, religious fundamentalism, and tighter knit homogenous communities thrive
 - Hundreds of languages and dialects are spoken, with one third of US residents unable to speak English
 - The public looks to place blame, believing that big government and large institutions are the problem, not the solution
 - The many crises have decimated federal or state discretionary budgets, and there is no public will for increasing taxes
 - With technology advancing, secret surveillance becomes the primary response to growing challenges relating to terrorism and crime
 - Experienced charities hoping to work toward long-term efforts to address the root causes of problems are unable to raise funds in the face of decreased public conscience and “giving fatigue” among a dwindling pool of donors who have been solicited in crisis after crisis
 - Small community-focused nonprofits serve the needs of specific populations, funded by those populations for their own benefit
- As the number of disasters, humanitarian crises, and terrorist acts increase and concern about growing national and global inequality escalates, the public looks for leadership to take on these challenges
 - At the same time, strains on public budgets and crisis-focused philanthropy limits funding available for traditional human service organizations, forcing greater attention on cost-effectiveness and reliance on bottom-up volunteer or technology-driven approaches
 - The best service human service organizations employ new technology and more sophisticated R&D systems to enhance their efficiency, nimbleness, and ability to achieve results; this in turn inspires further public confidence in these organizations’ abilities to solve problems but sets a higher bar for other organizations
 - Centrally controlled top-heavy organizations that are unable to adapt struggle to survive
 - Social entrepreneurs move from start-ups to mainstream, taking newer enterprises to scale and populating older institutions
 - Business increases its role in public problem solving through social sector partnerships and for-profit entry into human service fields
 - Volunteering and support for a universal national service program reaches an all time high

APPENDIX B

Brief Summary of Good to Great Principles

1. *Defining “Great”- Calibrating Success*

Without Business Metrics

A great organization delivers superior performance and makes a distinctive impact over a long period of time. Performance in the social sector must be assessed relative to mission, rather than financial returns as in the business sector.

2. *Level 5 Leadership- Getting Things Done within a Diffuse Power Structure*

The Level 5 leader is ambitious first and foremost for the cause, the movement, the mission and the work – not him or herself. An individual's compelling combination of personal humility and professional will is key to getting things done in a structure that requires persuasion, political currency, and shared interests.

3. *First Who- Getting the Right People on the Bus within Social Sector Constraints*

Greatness flows from having the “right people in the right seats on the bus.” This is the “First Who” principle.

4. *The Hedgehog Concept- Rethinking the Economic Engine without a Profit Motive*

All great organizations must define their Hedgehog Concept. The essence of the Hedgehog Concept lies in connecting the answers to the following three questions:

What is the organization deeply passionate about? Understanding what it stands for and why it exists. What can the organization be the best in the world at? Understanding what it can uniquely contribute to the people it touches, better than any other organization on the planet. What drives the organization's resource engine? Understanding what best drives its resource engine, in three parts: time, money and brand.

5. *Turning the Flywheel- Building Momentum by Building the Brand*

By focusing on the organization's Hedgehog Concept, results are built, which, in turn, attracts resources and commitment to build a strong organization. That strong organization delivers even better results, attracting greater resources. This is how momentum is built and the organization flywheel begins spinning round and round. An effective flywheel attracts believers, builds strength, demonstrates results and builds brand.

Appendix C	Year 1		Year 2		Year 3			
	(1 st half or 2 nd half of year)		1	2	1	2	1	2
Strategy/Actions								
Enhance our abilities to assemble and present important knowledge								
• Strengthen our research, analysis and conceptualization capacities	X	X	X					
• Build relationships with key knowledge sources		X	X					
• Develop a program of aggressive information dissemination via Assembly & member vehicles			X	X	X			
• Develop an active media dissemination capacity				X	X	X		
Strengthen our ability to lead efforts of change								
• Begin a program of focusing communications on priority issues (i.e., pillars, system development issues) so what we stand for is better known		X	X	X				
• Review, revise governance to serve the new direction	X	X	X					
• Rename the organization, renew branding to reflect change, add authority and clarity	X	X						
• Elevate involvement of top leaders of member organizations		X	X	X				
• Engage people with affluence and influence to help provide advice, access, resources and clout			X	X	X			
• Monitor and issue reports on the environment/scenario indicators				X			X	
Increase membership and membership involvement								
• Establish a formal recruitment and retention approach	X	X	X					
• Strengthen, modernize our reach via associate membership and seeking newer, entrepreneurial organizations			X	X	X	X		
• Aggressively promote participation in group purchasing	X	X	X	X	X	X	X	
• Significantly expand learning/networking via technology, partnerships with knowledge providers, offerings beyond the peer networks		X	X	X				

<ul style="list-style-type: none"> Expand leadership development aimed at both current and potential leaders (e.g., more and higher level education opportunities, professional development in priority areas) 			X	X	X	X
Catalyze members and others around major service system issues						
<ul style="list-style-type: none"> Federal support for domestic programs, human services 	X	X	X	X	X	X
<ul style="list-style-type: none"> Human services workforce development and volunteer capacity; nonprofit self-regulation: with efforts on multiple levels—leadership development, policy, practice 			X	X	X	X
Develop/catalyze knowledge, energy around each of the four pillars						
<ul style="list-style-type: none"> Engage work groups, communities of practice around pillars I & II 		X	X			
<ul style="list-style-type: none"> Engage work groups, communities of practice around pillars III & IV 				X	X	
<ul style="list-style-type: none"> Develop partnerships, funding for each pillar 	X	X			X	X
<ul style="list-style-type: none"> Assemble/develop/synthesize existing-state knowledge for each pillar 		X	X		X	X
Develop and launch an action agenda and strategy for each pillar						
<ul style="list-style-type: none"> Pillars I & II (and service system issues) 		X	X	X		
<ul style="list-style-type: none"> Pillars III & IV 					X	X+