

Strategic Plan

Strategic Plan: Organization Development

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## Strategic Plan Overview: Organization Development

Strategic management is critical to successful direction of the organization and its goals. This is a process that is rooted in a vision, objectives and strategic choices for a company or organization like Iowa Policy Research. A strategic plan will examine the organization environment, financial analysis, policy outlines and culture building to project 5 and 10 year outlays and goals for the organization. Thus, a fundamental understanding of the organization and objectives is crucial to building a successful strategy.

This project overview will consider the dimensions of a non-profit organization called the Iowa Policy Research Institute. The review of the organization will require the mission, technology available, the scope of the organization, and measurement processes.

### Iowa Policy Research Institute: Description

Iowa Policy Research Institute, (IPRI), is to be formed as a non-profit education-based entity for considering and researching various policies in the city council, state legislature, Federal government, and commercial application of policies. A group of individuals from around the state of Iowa (specifically Des Moines area) work together with a common interest to study policy changes with a focus upon delivering intelligent policy ideas to the various levels of government. The objective is to build independent online research and to present a nonpartisan viewpoint to the media and community at large of various issues. This research can then be used to forecast effects of specific proposed policy implementations.

### Mission Statement

IPRI's mission and purpose is defined to promote healthy public policy discourse through education and networking throughout the community. Informing the community about public policies and raising awareness of potential effects, and then, projecting positive and progressive

values, fairness and community observations are the forefront of research objectives. To further the mission, the organization's purpose is to serve as a forum for ideas on social and public policy issues. In order to be credible to the community and to serve as a reference resource, independent and fair analysis will be maintained in research and media outreach.

#### Vision Statement

- 1) To act as a non-profit organization in accordance with the provisions of Section 501(c) of the Internal Revenue Code.
- 2) To provide an information and referral center for independent and common sense "no-spin" presentation of issues for the media, community and education facilities
- 3) To promote, through advocacy and education a positive and social awareness of issues and collective vision to the large community.
- 4) To be an advocate for human/civil rights, diversity, educated population, and reinvigorated democracy.
- 5) To establish a media room through which we can assist our writers in getting their research and ideas into the public domain.
- 6) To provide meeting and activity space for other organizations, as determined by the Board, for a rate also determined by the Board.
- 7) To develop and sustain coalitions with other organizations, educational bodies, and agencies.
- 8) To engage in any other lawful activity for which non-profit corporations may be organized under Iowa Statutes and IRS allowances.
- 9) To develop programs and workshops aimed at strengthening and educating our community.

- 10) To increase public understanding of the issues and values and how they may influence public policy.
- 11) To advocate policy change to better the common interest and general welfare.
- 12) To provide a liaison network for issue awareness.
- 13) To provide a nonsectarian and faith respective atmosphere.
- 14) To promote community wellness in a non-discriminatory, educated and cooperative manner, stressing the acceptance of diversity, education and good citizenry.
- 15) To promote common good of all communities and promote positive ideas through community partners.
- 16) To produce and to provide educational and advocacy opportunities for specific topics and issues to the public, government bodies, and other public or private agencies, organizations and institutions.
- 17) To facilitate positive referrals and reinforcement to agencies, organizations, institutions, and individuals providing additional resource services.

#### Values Statement

IPRI is committed to the ideals of openness, equality, progressive values, community support and awareness, education, representation, and support of diversity. The stated values include: altruism, peace with justice, equality for all, concern and empathy for others, advocacy for the poor and powerless, encourage hope and love rather than fear and hatred, repudiation of greed, selfishness and exploitation, and protecting the environment. Additionally, IPRI believes that good communities and general welfare benefit from humane and compassionate policies that place people, protection of workers and local business first, policies that encourages fair business

development and education, and policies that encourages integrity, openness and concern for the common good.

In order to be credible to the media and community, we have to project an objective discourse that considers and involves all credible viewpoints of the debate. The information has to be based upon fact, accurate studies and void of erroneous speculation.

### Mission and Vision Summary

Strategic management and implementation is important to delivering a successful organization over the course of its life. This is especially true for new companies and organizations that may aspire to potential ideas but lack focus to implement. Strategic management can harness the raw energy of the organization and help to maintain a focus upon success. Therefore, the foundation of strategy is defining the mission, vision and objectives development.

The critical analysis of this organization and its objectives will be defined over the course of the strategic plan that to define that focus and organization goals. “An organization without a plan is an organization planning to fail.” A critical part to developing strategies is to first have a strong mission and vision (Pearce & Robinson, 2004).

### Environmental Analysis: Funding and Objective Impact Potentials

Good strategic management has to consider the environment of the organization. This environment analysis should consider the various impacts to the organization and its goals. For nonprofit organizations like Iowa Policy Research, environmental analysis will be the key to development of programs and solicitation of funds. While nonprofit organizations like Iowa Policy Research may not be concerned with profit, they still have to engage business strategy and face forces that can impact its abilities and survivability.

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<p>Strength:</p> <ul style="list-style-type: none"> <li>• Objectivity &amp; Desires for “no-spin” reporting</li> <li>• Grassroots versus elitist</li> <li>• Offering solutions to issue findings</li> <li>• Accurate and resourceful</li> <li>• Non-profit - Tax exempt/deductible</li> <li>• Community feedback based programming</li> <li>• Government funding availability</li> </ul>	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>• Build distribution channels</li> <li>• Broadcasting and telecommunications</li> <li>• Access to specific resources</li> <li>• Build collaborations and networking with respectable organizations</li> <li>• Grant programs</li> </ul>
<p>Weaknesses:</p> <ul style="list-style-type: none"> <li>• Startup company and unknown brand</li> <li>• Require volunteer contribution and commitments</li> <li>• Contributions levels follow discretionary income trends</li> <li>• Non-partisan</li> <li>• Low cash position</li> </ul>	<p>Threats:</p> <ul style="list-style-type: none"> <li>• Education institutions competition for grants</li> <li>• Academic resistance</li> <li>• Rising non-profit funding needs</li> <li>• Many politically skewed think tanks</li> <li>• Resistance to objective studies and viewpoints</li> </ul>

## Environmental Analysis

Environment analysis will help the organization and management understand the market place for the services including economic, political and social conditions. The analysis must then consider how specific conditions might affect or impact on the industry, sectors or the specific organization (i.e. industry, operations, and external areas) (Pearce & Robinson, 2005).

Documenting of these factors will help to build the overall strategic vision and plan for circumstances (Dialog, 2006). Thus, the focus of this part of the analysis will be how environmental factors may affect IPRI ability to attract funding and impacts to expansion of service. Studies and expressed viewpoints of IPRI may inherently affect funding opportunities.

Differentiation with the market environment is important to consider as the organization stretches its funding efforts. There are four considerations to help guide IPRI direction.

1. Independent objectivity. This might include an analysis of other opinions or a general scan of news media covering similar issues.
2. Grassroots versus elitist. Thus the research and recommended solutions are from within the community rather than
3. Offer actual and positive solutions to issue findings. This will be especially useful for economic development research.
4. Community feedback based programming. This also suggest the ability to respond to community feedback quicker to build programming.

## Industry Environment: Funding issues

Funding for IPRI studies and activities will be generated via 3 distinct sources, 1) private donations 2) private foundation grants and 3) government grant options. Reductions and restrictions for funding may result from lack of economic activity, which also affects donation

activity. As well, funding may be affected by differing “political” viewpoints (due to research released), and social issues (again due to the studies conducted about various social issues released by the IPRI).

Additionally, IPRI’s non-profit IRS legal requirement of 501(c) prohibits support for any political campaign (IRS, 2006). This requirement is expected in order to enjoy tax exempt benefits and to receive funding from other private foundations that have similar requirements. This may limit the desire of some donors that desire the ability to affect political campaigns.

Federal grants and state grants have more competition for the grants than foundation grants primarily to higher award sizes. These are highly competitive application since many different institutions apply for these sources. For example, a USDA rural community development grant might also interest Iowa State University (Grants.gov, 2006). This might provide for an collaboration opportunity between the two entities in order to bring the most effect to the grant proposal. Additionally, any grant that is tied to a government committee that has significant political views may also adversely affect funding via governments grants.

These private grant funding options have distinct rules for application and actual use of grant money. Again, private foundation grants have tax exempt status that require non-political use of funds. Some private foundations, like the Getty Foundation or the Kauffmann Foundation, receive large volumes of grant requests and thus our requests have to stand apart from others as more beneficial to the public interests and to the foundations (The Getty Foundation, 2006 & Kauffman Foundation, 2006). Competition for limited funding opportunities will affect IPRI ability to retain funding for projects and services.

Private donations will be directly affected by economic conditions specifically through consumers discretionary spending and desire to increase total gift allowances or to divert current

gift amounts. Thus, IPRI has to be conscious of economic downturns and diligently pursue new donations during better economic times. For example, the housing market slowdown indicates a general economic slowdown even though consumer spending increasing .1% last month (Lawders, Oct. 30, 2006), which may adversely affect this path of funding in the short term. IPRI can plan for economic cycles throughout the next decade.

Media outreach efforts will raise the top-of-mind effort and complement funding campaigns to potential donors. The services will have to show efficacy of efforts and promote personal benefit to the people donating. As well, the best donors for organization are ones that have given previously to the charity, and thus will be more willing to provide repeat donations. Good record keeping will ensure that the organization retains these donors.

#### Operating Environment: Expansion of Services

IPRI has to consider how environmental forces may impact the ability to perform services or to build collaborations with existing providers. Again social, economic and political issues may affect IPRI target studies and services. The independent nature of the research and study objectivity will certainly cause issue with certain politicians seeking to use information or to discredit the same information.

Collaboration with institutions, like Iowa State Univeristy or University of Iowa, to garner grants from private foundations present potential competition from within the collaboration. The institutions and IPRI may be competing in many ways for the same funding opportunities. Thus, institutions like the universities may be reluctant to collaborate and may desire to pursue a “similar” grant or fellowship without IPRI. Media already pursue many research and outreach from these exsting institutions.

Presentation of IPRI information and services will have to be networked through many channels to expand the reach of its audience and perspective research. Thus, collaborative efforts will also be maintained to ensure networking survives for these services.

The attempt to use IPRI data and research politically by outside sources or the various characterizations may also impact the delivery of independent services or give an unfair characterization of the work. Such characterizations can negatively influence objective reasoning for fellow research assistance internally due to differing political beliefs.

#### External environment:

IPRI external environment has to be considered in terms of supplier since the organization goals and objectives include to supply research and independent analysis to the community. The service directly counters services offered by conservative or liberal think tanks and institutions. Considering the number of eligible sources, the cost of switching to IPRI data over another source is negligible, but the perceived value must be apparent with the research published.

IPRI does not necessarily have to contend for sale of its services since they are freely distributed via the Internet. Expansion of IRPI services into additional areas, like broadcasting, may result in forward integration of services that change its overall position from supplier to producer channels. Forward integration of this type will subject its services to new competition and criticisms in those industries. This is a likely trend for information based services like IPRI especially with low cost services like Google and YouTube available for distribution and dissemination of broadcasts.

#### Environmental summary

Environmental analysis is important for identifying potential changes and impacts to services. Non-profit organizations often fail to review their environment and do not understand why funding may be hard to attract. What may seem to be an altruistic and important mission for humanity has to have the force of funding and the foresight to handle situations as they may arise in order to continue the mission. Doing otherwise can risk losing the humanitarian objective and goals to poor business oversight.

#### Long Term Objective Summary

Long term objectives are important for the organization to consider. The objectives will help to outline the major strategies and mission of the organization. As the values statement points out, there are specific goals that need to be fulfilled in order for IPRI to succeed.

1. Have media distribution channels
2. Achieve preeminence in media references
3. build a respectable program for educating and engaging the public about viewpoints of issues
4. Network a coalition across the state and nation
5. Build divisional responsibility task forces to more efficiently handle issues and research to respective expertise (i.e. rural, crime, science).
6. Build specialization into specific areas as the research builds
7. Provide regularly funded scholarship opportunities for local students
8. Provide publishing service for independent and methodical content for the community including fictional work
9. Offer continuing education opportunities with the community
10. Establish bureau centers in cities like Washington, D.C.

As issues, projects and grants are sought for study, the divisional responsibility will have to be laid out to cater to the work needs and expertise available for the projects. As the group progresses, the responsibilities will expand and the ability to specialize will be available. Specialization will allow researchers to concentrate efforts for everything in respective divisions like funding, staffing, and event planning. Funding will be the responsibility of divisional presidents and be responsible for maintaining the mission and vision in their respective teams.

This specialization will enable us to offer community education opportunities, which will project more presence and word of mouth advertising for the organization and its goals. Such community education opportunities might be to show seniors how the Medicare process works. The community might be given an opportunity to question officials from the Centers of Medicare and Medicaid Services regarding changes or procedures for obtaining benefits services. The Q&A would then be recorded and distributed through IPRI based channels. Additionally, nonfiction writing and creative writing techniques can be emphasized through classes that, in turn, promote complementary publishing services of IPRI.

Opening bureau centers in other cities will allow IPRI to gain perspectives from other regions of the country that are not as available in the local community. Series of issues may be explored that are relevant to the local communities. In order for the bureaus to work, the original organization center will have to be completely established and reviewed as successful. As well, IPRI may consider operation of, or collaboration with, existing centers in those cities with similar visions in order to build a stronger network of knowledge and resources.

#### Strategic Choice summary

Strategic choice model for IPRI at the current time is to review the rational approach but considering the limited resources available. Since the organization provides a service to a

specific geography, we have to consider the market as applied to Iowa for non-profit organizations. A generic framework, as described in the Oxford text, best fits the model here since IPRI has to consider differentiation and leadership as the primary focus in terms of narrow and broad scopes depending upon the perceived value of services (Oxford, 2006).

Implementations of that model will be realized in strategic options with respect to internal development, contractual arrangements and alliances. Acquisitions of other organizations may also play a part of the development of services when the cash flow position improves and such organizations desire a friendly acquisition. The mission and vision of IPRI has to be visible in all transactions within the organization and between collaborators. Any deviation from the mission and vision may derail the future of the organization.

#### Critical Success Factors

Critical success factors are those things that must happen in order to be mission successful. These extend to industry, strategy, environmental and temporal specific factors. Challenges and milestones may describe CSFs since the CSFs are challenges that must be met to have a successful strategy. Significant factors for IPRI include organization image, time, collaboration, cost efficiency and task definitions.

Specific critical success factors that must be addressed include:

- Sustained funding for projects
- Volunteer retention
- Collaboration agreements
- Organization image and projection (value perception)
- Divisional task development and delegation

The first CSF that must be met is sustained funding in order to provide for operational expenses and salaries of paid staff and researchers. Without funding, the IPRI exists only in name and available hobby time rather than a serious full time research based organization. Many of the essential elements of the organization require funding to organize the structure of the organization, to provide services to the community, and to provide hospitality to patrons.

The second CSF to consider is collaboration arrangements. Collaboration with various institutes, colleges, and organizations will help to build the prestige of IPRI. Research is best when the media is noticing the work and the idea. Research is only useful to those who believe in the work and when other organizations, like public universities, concur or use the work to promote their own work, the work gains prestige and value to the consumer.

The third CSF is to consider the scarcity of dedicated volunteers. To illustrate this point, John Viars for the Des Moines Playhouse presented a key strategy element for the community theatre group in Coralville, Iowa. He identified volunteer retention as the primary need of nonprofit organizations and mismanagement of this will loose expertise and dedication of volunteers. A community theatre has plenty of patrons to watch plays, but much of the work that puts on the show requires many dedicated volunteers that the organization can call upon to produce the event (Viars, 2004). Basically, nonprofit organizations will have much more difficulty when they do not properly implement volunteer retention programs that note specialties and reliability.

Additionally, volunteer retention is part of a course developed for the ISU Extension Nonprofit Academy (ISU, 2006). Even the most passionate idea has no wind when no one is willing to help the idea flourish nor has the expertise to make the idea succeed. In the same sense, IPRI has to realize the critical nature of gaining and then retaining volunteers to assist

with producing IPRI events and publications is also a critical element to the overall success of the organization especially at the outset.

The fourth CSF to consider is organization image and projection. The organization has to be viewed as credible and remain objective to align with the mission and vision of the organization. This is crucial as harsh opposing viewpoints may degrade the ability of the organization to retain volunteers and financing from various donors. Good volunteers will also help to build a strong image because people invested in the mission will also be interested in projecting good image of the organization.

The fifth, and perhaps the most important CSF with respect to organizational structure and alignments, is the development of divisional responsibilities. Using a strategic business unit structure will allow the organization to focus and to direct research opportunities and projects where the greatest expertise and specialization exists. In this way, areas that impact all IPRI services, like event coordination and technology development, can be specialized to help the greater organization. Development of grants requests and research should be directed from the individuals that have proven research and relations with respective areas of research. As well, researching teams will be expected to pursue funding opportunities that match the needs of their proposed projects. Staffing and finance will be developed per project basis, and continued where funding is sustained.

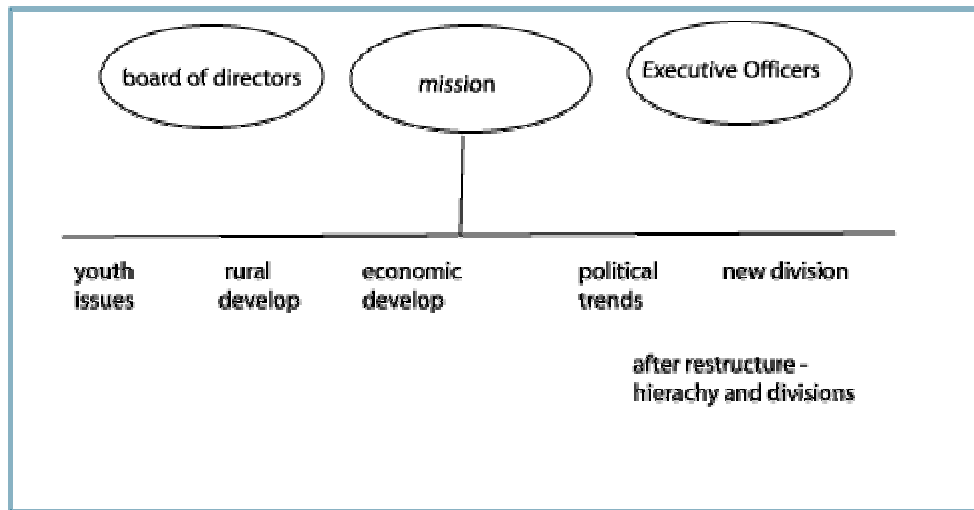
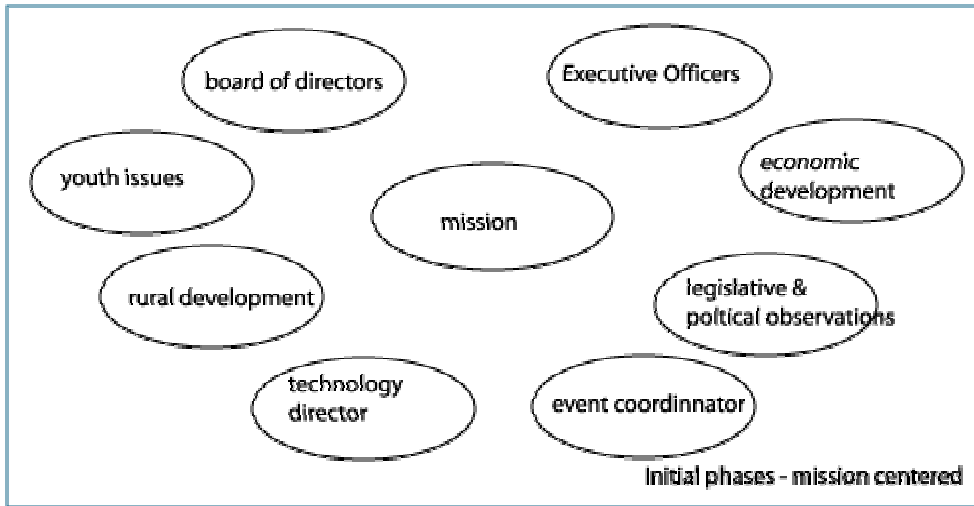
#### Plan Goals and Implementation

Cost efficiency can be achieved through collaborations through educational institutions. Arrangements with educators and administrators will help to draw potential ideas and researchers. Internships should be at the highlight of opportunities with IPRI. This will allow us also to employ the expanse of untapped experience and raw knowledge of college students.

Promoting IPRI and opportunities with research methodologies and surveying for primary sources of information will help the students improve academically and professionally and provide IPRI with much needed assistance.

All events need to track attendance of patrons and then call upon patrons for assistance with funding and with research as appropriate. Development of a membership database and surveying of patrons will assist the organization with defining programs and outreach efforts for the educational, financial, and the volunteer campaigns.

The organization will be implemented to take advantage of resources as they become available to the organization and goals. In the early days, the researchers will be discussing with each other needs and plans as a mission centered organization. As the organization grows into phase 3 as shown in the figure below, those researchers can expect to direct teams of researchers and become the director of respective divisions. These director positions will coordinate workload and tasks among their respective staff and within organizational and project budgets.



Many milestones need to be completed before the long-term objective is realized. The phase outline and roadmap presented below is an outline of those milestones and some of those phase objectives may overlap others as the work progresses. Thus, the goals to be met in order to have a successful long-term strategy are as follows:

<p>Phase 1:</p> <ul style="list-style-type: none"> <li>• Organize structure and complete filings</li> <li>• Establish research methodologies</li> <li>• Open and establish collaboration efforts</li> </ul>	<p>Phase 2:</p> <ul style="list-style-type: none"> <li>• Regularly scheduled forums and seminar programming</li> <li>• Scholarship trust establishment</li> </ul>
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<ul style="list-style-type: none"> <li>• Write grants</li> <li>• Consider partnership with United Way</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Services development</li> <li>• Operational media room and library</li> </ul>
<p>Phase: 3</p> <ul style="list-style-type: none"> <li>• Divisional restructuring based upon processes in place</li> <li>• Legislative liaison for legislative policy watch Rural Development research</li> <li>• Creative and informative print publishing</li> </ul>	<p>Phase 4:</p> <ul style="list-style-type: none"> <li>• Research and investigate new locations</li> <li>• Vertical integration of media outlets</li> <li>• Community continuing education developments</li> </ul>

### Financial Projections and Analysis

There are financial goals to obtain before the organization can be sufficient and be able to sustain the important mission of the organization that is required here. There are a few specific features to consider with respect to nonprofit organizations. Patrons of IPRI sponsored and hosted events will have already invested in time and effort to attend, and thus, the patrons will be more inclined to contribute to organization goals at the time of the events (assuming, as well, a positive attitude towards the event). Additionally, interns and researchers can help promote IPRI through media outlets.

The financial projections are based purely upon speculative numbers for immediate needs and may not accurately project the real needs as they develop. Specific projects and collaborations will have to develop their own respective financial analysis, be approved and assimilate into the overall financial goals. Starting with a specific goal, the financial projections observe a modest and conservative growth of 5% over the next five years which is slightly over

inflation. Profit from donations will be retained to an investment account and conservatively measured above most money market rates of 5%. Most seminars and programs will be partially funded through tuitions and fees for the events.

As the organization develops programs and services, those services will be able to generate revenue for the organization. For example, publication fees will help fund the related services. Continuing education courses will generate revenue and have to be projected to gain revenue over costs of presenting the course. Computing services may as well be enhanced to offer assistance to the community and generate revenue for the company.

First year goal must be to establish a paid and full time staff with minimal expenses. Thereafter, the expenses may rise as rent and other needs are realized with respect to the goals of IPRI. Expenses are expected to rise in the initial years as the organization organizes and subsequently follow a similar expense to income ratio. The projections of financial income and expense will project as shown in the chart.

	year1	year 2	year3	year4	year5	total
income	\$57,000.00	\$59,850.00	\$64,039.50	\$68,522.27	\$73,318.82	\$322,730.59
expenses	\$54,850.00	\$58,141.00	\$61,629.46	\$65,327.23	\$69,246.86	\$309,194.55
investments	\$2,150.00	\$709.00	\$1,410.04	\$2,195.04	\$3,071.96	\$9,536.04
Invested total	\$2,150.00	\$3,001.95	\$4,632.59	\$7,169.01	\$10,753.02	

Year 2 will allow the organization to begin offering \$1000 scholarships. Thus, the reduction for investments slows the investment growth, but anticipated gain from the scholarship offering will be higher as parents will be willing to give to funds that support college-bound students. As well, grant funds will rise as administrators and volunteers build grant writing, and at the same time, expenses for surveys and primary research may require higher expenses than proposed. Thus, the income and the expense projections may not be accurately projected to the percentage given in this initial forecast.

At the bare minimum, these projections offer a necessity for survival. Income that is less than projected, in addition to higher expenses, will reduce the investment margin and the overall operability and goals of the organization. As grants are solicited to help, competent human resources will be solicited or employed to weigh these options to the board of directors and donors.

More aggressive growth projections are based upon revenue growth of \$100,000 in the second year and subsequent years with similar growth in liabilities. This forecasts successful grant applications as well as donation campaigns. Additional researchers will be asked to bring additional funding to the IPRI as a condition of IPRI support. Thus, the recruitment of researchers will need to consider people that have grants and research implementation plans. Projections will change as new people are hired into the organization.

	year1	year 2	year3	year4	year5	total
income	\$57,000	\$159,850.00	\$271,039	\$290,012	\$310,313	\$1,088,214
expenses	\$54,850	\$121,141.00	\$178,409	\$189,114	\$200,460	\$743,975
investments	\$2,150	\$37,709.00	\$91,630.04	\$99,898	\$108,852	\$340,239
Invested total	\$2,150	\$41,851	\$140,156	\$252,057	\$378,954	

### Controls and Evaluation

Organizational goals will be reviewed on an annual basis in correlation with official filing deadlines. Employees, volunteers and board members that adversely affect this mission and strategy will be disciplined according to procedures as outlined by the executive director and human resources. Additionally, programming surveys and feedback will be conducted to understand patron attitudes toward programming efforts and to build an accurate understanding of the community desires and needs. This will be a constant gauge of what the community is interested to study and to learn. Thus, IPRI can focus upon issues that are directly relevant and top-of-mind to the community and explore the facets that relate to the issue in question.

If the IPRI seeks United Way partnership, that organization has specific controls and guidance rules to follow. For example, the United Way agencies require a blackout period for solicitation of donations and funding from September to early December.

Volunteer retention programs will be measured and rewarded based upon the effort and time that volunteers put into the organization strategy. These volunteer retention programs have to have some sort of recognition for dedication, work and affect to the purpose and mission of the organization. This reward gives the recipients acknowledgement that their work is crucial to the overall success of the organization.

Evaluation of collaboration agreements will commence at the time of the agreement and upon possible termination of an agreement, the organization will review the terms and conditions to effective strategies for future agreements. While IPRI will strive to investigate business relationships prior to obtaining public relations, there may be a cause to sever those ties due to misplaced obligations. Any poor publicity against IPRI due to a partnership or relation with another entity may need to be severed to salvage reputation and mission goals, especially if the poor behavior is contrary to IPRI and willful.

If IPRI is not providing its part of deals, the organization will have to review its practices and determine whether its mission is being forfeited, deal requirements are unacceptable, or whether the organization has accepted too many obligations. Fee requirements will also be tailored to have attendance from people of all income levels. Many organizations provide sliding scale fees to accommodate these needs. .

Milestones are a measure of the success of the organization and meeting the challenges of critical success factors. When those situations arise, we must be diligent with pursuit of those

milestones in practices, projects and public appearance. This will help all members to understand and to realize the mission of the organization

### Conclusion

Considering the analysis given here, there are some key elements that play into the success of this organization. Important factors include volunteer retention, sustained funding, and community outreach. Community outreach will enable top-of-mind marketing for the organization. Volunteer retention will save costs for the organization and sustained funding will help to assure the longevity of the important mission. Separating facts and common sense from fiction and political spin appeals to the community, but this objective may alienate potential funding due to differing viewpoints. These are critical considerations for the overall success of the mission and vision of IPRI.

In order for nonprofit organizations like IPRI to be successful, the board has to realize they are running a business. Additionally, that business requires planning and strategy to succeed in order for the purpose and mission to as well succeed. Looking ahead to the goals and vision of the organization, there are bound to be issues that arise, but with a steady hand and focus upon goals, the mission will succeed and the organization will flourish well beyond its conservative estimates.

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