



## 2015 - 2020 STRATEGIC PLAN



## WHO WE ARE



## OUR VISION

We envision a world in which no young adult faces cancer alone.

## OUR MISSION

We change lives by creating a community of support for young adults, and their loved ones, impacted by cancer.

## WHO WE ARE



## OUR VALUES

These are the values that drive and define our work with young adults and their loved ones impacted by cancer:

### 1. BE HUMAN - We believe that people, perspectives and teamwork matter.

- We consider all of our clients, partners, and supporters to be a part of our community.
- We are relationship driven.
- We celebrate successes, large and small.
- We continually encourage, respect and support all of our community members.
- We recognize, cultivate, and capitalize on the strengths of our community.
- We strive to be authentic, compassionate, humble, and empathetic.
- We understand the enormity of the challenges that our clients face and realize that our purpose to guide and support them is our highest responsibility.

### 2. BE BETTER - We constantly strive to be better.

- We endeavor to grow our programs and services to meet the needs of our clients.
- We provide inspirational, remarkable, and meaningful experiences.
- We create a culture of learning.
- We are solution oriented.
- We promote hope and optimism.
- We promote and cultivate collaboration and partnering within the cancer community and the community at large.

### 3. BE COURAGEOUS - We courageously drive change.

- We think creatively and challenge the status quo.
- We promote inclusive decision-making and collaborative thinking.
- We have an innovative spirit, doing whatever is required to meet the needs of young adults with cancer.
- We thrive on strategic curiosity.
- We work with a sense of urgency.
- We have the courage to initiate.
- We persevere through challenges and adversity.

### 4. BE COMMITTED - We take ownership of our work.

- We drive outcomes and make changes based on feedback from our clients and supporters.
- We are resolute in our mission to serve our clients and fund our cause.
- We are committed to transparency and accountability.
- We combine thoughtful decision making, good judgment and common sense.

# BEST PRACTICE PROVIDER

## STRATEGIC PRIORITY



## GOAL ONE

Become a Best Practice Provider in the young adult cancer community by offering innovative, impactful programs.

### A Objective

Continue conducting ongoing mission audit/evaluation of programs to ensure that programs produce measurable outcomes and impact.

#### Measures

Categorization of programs (using logic models) according to: scaling for growth, maintaining and re-assessing, baseline evaluation data.

### B Objective

Strengthen program operating protocols to create a uniform standard of excellence for all programs.

#### Measures

All programs use standard operating protocols to guide program implementation, execution and decision making.

### C Objective

Utilize program operating protocols to assist with geographic expansion.

#### Measures

Number of possible geographic expansions and documented expansion plans; identify programs ready for expansion.

### D Objective

Develop and implement a non-sport program/experience to reach a broader audience within existing geographic locales.

#### Measures

Attendance rates at non-sport event; evaluation/outcome data for event; revision and/or replication rates.

### E Objective

Conduct an impact study of at least one program by an external evaluator to measure impact on the lives of participants.

#### Measures

Evidence-based evaluation results; white paper of results distributed to stakeholders, supporters and general public.



## GOAL TWO

**Recognition as the national leader in the Young Adult Cancer Support Community.**

### A Objective

Continue to create a focused identity by conducting a feasibility study that addresses organization's identity, brand positioning and marketing strategy.

#### Measures

Documented changes in the identity of UCF implemented based on recommendations from the feasibility study results.

### B Objective

Execute an internal/external marketing, communication and outreach plan to increase visibility, partnerships and engagement in the young adult cancer support market.

#### Measures

Approved marketing plan; improved search engine optimization ranking from tenth/eleventh to first/second; new partnerships and engagement/year.

### C Objective

Integrate all of UCF programs into one brand with one logo.

#### Measures

Documentation of logo variances; approved strategy to incorporate new brand into all future acquisitions as demonstrated by number of new acquisitions; revised and approved unified website and social media platforms.

# BUSINESS MODEL

## STRATEGIC PRIORITY



## GOAL THREE

Invest in non-Peer to Peer (P2P) fundraising (grants, events, corporate partnerships, annual/major giving programs) and improve return on investment (ROI) around existing revenue sources (retention, cultivation, alumni engagement).

### A Objective

Bolster existing non-P2P fundraising efforts, such as grant writing, building strategic corporate partnerships, enhancing annual and major giving, and increasing ROI of UCF and partnered events.

### Measures

Increase in the percentage of non-P2P revenue as part of the total organizational revenue.

### B Objective

Improve ROI around existing revenue sources, including P2P participants and donors, general donors, program alumni or beneficiaries of services.

### Measures

Create and implement strategic cultivation and engagement plans by program aimed at improving retention and ROI.

### C Objective

Research, identify and implement new revenue generating opportunities including but not limited to: crowdsourcing; franchising models; donation at retailer check outs.

### Measures

Number and type of revenue opportunities/year; specific target established as part of annual budget process; determine percent of new revenue raised.

# INFRASTRUCTURE & CULTURE

STRATEGIC PRIORITY



## GOAL FOUR

**Strengthen organizational infrastructure to support sustainability and better serve our community.**

### **A** Objective

Continue to assess the current and future human capital needs of the organization to maintain a skilled, sustainable and diverse staff and board.

#### **Measures**

Market-competitive benefits and compensation model; employee performance measures; leadership development plan for staff; succession plan; baseline employee satisfaction and board self assessment data; remote personnel satisfaction survey.

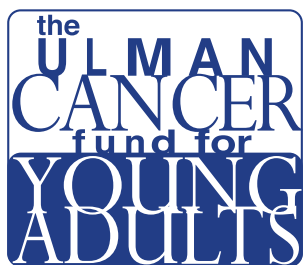
### **B** Objective

Evaluate current systems to implement streamlined and replicable administrative processes necessary to maintain a high degree of workplace effectiveness.

#### **Measures**

Task force efficiency results and recommendations (ongoing oversight); new and/or improved systems and administrative processes.

# *Moving Our Mission Forward*



**Contact Us**  
Baltimore City  
921 E Fort Ave, Ste. 325  
Baltimore, MD 21230

Howard County  
6770 Oak Hall Lane, Unit 116  
Columbia, MD 21045

Phone: 410.964.0202  
Fax: 888.964.0402  
Toll Free: 1.888.393.FUND  
Email: [info@ulmanfund.org](mailto:info@ulmanfund.org)