

# PAA/PYA Strategic Plan

2018 – 2023

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## Purpose of strategic plan

- Recognize who we are and what we want to be in 5 years from now
- Figure out what is the best way to get there
- Implement a plan to do so

## Mission statement

**The Pancretan Association of America (PAA) is a national organization comprised of members who support and perpetuate Cretan Culture through scholarship, educational, cultural and philanthropic programs for those in the United States and in Crete. Founded of descendants from Crete, the PAA strives to promote the rich historical significance of the island, while also preserving its “*philoxenia*” and “*philotimo*”.**

## Goals of PAA President, Eleftherios Dramitinos, July 2017

- Perpetuate the Cretan culture and heritage, continue our history of philanthropy and involve our youth and young adults more directly in the operation of the PAA and provide them support to insure the future of our organization.
- Strengthen the PAA from within by opening lines of communications.
- Develop tools to make the PAA and our chapters more prosperous, more productive and more efficient.
- Develop and enhance programs to increase membership and retain membership thru the effectiveness and success of these programs.

## Focus points Of Strategic Objectives

1. **Governance**
2. **PAA Programs**
3. **Communication**
4. **PYA**
5. **Financial Health**

## Objective 1: Governance

Create a stable, consistent governing body with governance accountability and thereby improving the organizational efficiency and effectiveness of the PAA

1.1 Consider restructuring current leadership organization to include multi-year, staggered terms of volunteers (PAA and PYA).

- PAA's current Board members serve for one two-year term. With bi-annual turnover, it is challenging for the PAA to establish initiatives regarding fundraising, committee structure, events and other projects pertaining to the PAA due to the frequent change. Engage the leadership team to serve for more than one two-year term. Consider staggering the board committee member terms to facilitate a strategic planning process that will aid in achieving long term goals.
- The Pancretan Endowment Foundation (PEF) currently has staggered terms. Review this structure and reach out to past chairs/committee members for feedback.
- Consider changing the vice president titles to reflect their responsibilities.

1.2: Evaluate existing positions, board structure and committees:

Research external fraternal organizations to review their board structures.

Review current research results and prior board survey conducted by Helen Ranney.

Create a survey of past and current officers with specific questions about programs that they have chaired or committees that they served to be sent out by the 1st VP/PAA President. The survey should also be sent to the last two PAA boards. The 1st VP/PAA President should work with the PAA General Supervisor to review the results of this survey and to implement the relevant feedback to the appropriate committees and chairs.

Create a survey to all membership to gather information about the PAA.

1.3: Establish protocols for continuity from out going Board member term to each new board member.

- Update the Operations Manual on a biannual basis (it has not been updated in six years).
- The President should appoint one person to collect information / recommendations from board members who would then update the manual on a bi-annual basis.
- The President MUST review the board members roles and responsibilities before they are published in the manual.
- To encourage buy-in and understanding of Board responsibilities, during one of the early board meetings devote time specifically on the Operations Manual so that all new members understand their roles.

Require outgoing board members to publish their updates/recommendation's on a standard template for their positions attached to their convention reports (that information to be transferred to the operations manual a well).

Strongly encourage that all members interested in a future board position review the Operations Manual before they run for office. President should be available to answer any questions posed by potential candidates.

The Operations Manual should be a PDF file and available online for candidates to easily review.

Email the link to the Operations Manual to the entire membership to encourage them to review the positions.

- Consider adding an orientation session during the Convention (include this in the Convention guidelines) to take place after the elections. This session should be conducted by the incoming and outgoing General Supervisor and the incoming and outgoing President.
- Develop a transitional process that the outgoing Board member/Chair and the incoming person either meet at the convention, on a conference or a personal call to discuss their transition and their transfer of knowledge and pertinent/relevant information from the outgoing chair to the incoming chair within 2 weeks post convention.

## **Objective 2: PAA programs**

Enhance the impact of current and future PAA Programs

### **2.1: Review the effectiveness and impact of current programs**

- *Philanthropy*: Make sure that all incoming chairs review their programs, reach out to beneficiaries and collect pertinent information on how effective their programs were. In addition, review what else can we do as an organization and what the beneficiary did with their grant. Make sure this is all in writing for future chairs/committee members as a form of institutional memory.
- *Scholarship*: Reach out to recipients to get feedback on program's impact. Reach out to past Scholarship chairs to get input. Review current scholarships in terms of dollar value and obtain feedback from past chairs to determine if changes need to be made. Implement a "giving back" program to past scholarship recipients.
- *Cultural*: Communicate to the District Governors and Chapters about the cultural opportunities available from the PAA and specifically how new cultural funds are distributed to chapters.

*Offer step by step process of how to apply for cultural funding on the chapter level. Create and provide guidelines for reimbursable cultural activities with examples of what is acceptable and what is not.*

*Suggest that the June/July and September issues of the KPHTH feature an article about how chapters can apply for cultural funds. District governors to follow up with chapters to insure that information is disseminated to chapters early in the fiscal year and emphasize deadline for application dates.*

- **Mentor Program**: The program needs to be highlighted at least a couple times of year in the magazine and PAA social media. Consider assigning the Mentor Program to the East and West Coast Youth Supervisors to help identify and promote mentors who can be matched up. As the liaisons between the Board and the PYA, they are in the best position to motivate participation. Encourage all PAA Board members to serve as mentors. A mentor does not have to be a

currently active professional. Any individual can be a mentor and inspire our youth by offering advice or leadership.

- **Leadership Conferences:** Review existing materials to relaunch the program.

#### 2.2: Develop & establish criteria and a structure for new programs

- Create an outline with specific criteria for the development of new programs in order to evaluate if the program meets the guidelines, mission and quality expected from the PAA. President should appoint a subcommittee to create this outline and present it to the Board.
- PAA Youth Supervisors should be the conduit for the PYA Boards to make sure that this same process applies to the PYA.
- The program criteria and structure process should begin at the start of each administration. Encourage a review process for all programs (new or existing) to determine if they are necessary and if they should continue. This evaluation should take place at a minimum of every 2 or 4 years.

#### 2.3: Creation of marketing materials to inform all of our membership and prospective members of the details of all of our programs

- 3<sup>rd</sup> Vice-President primary role is membership and the organization needs to be armed with marketing materials. For marketing materials to be created, the current program chairs and Fund Managers should provide detailed information about their respective program or fund to the 3<sup>rd</sup> VP who in turn would create marketing materials in the appropriate format for each of the communication mediums.
- The 3<sup>rd</sup> VP should create a short written overview of the PAA (no more than two to three paragraphs) for board members to be able to briefly describe the PAA, our programs and the impact we are making. This written summary should be in a pamphlet format and would serve as an important communication tool for all members.

#### 2.4: Program Mass Communication

- All chairs are responsible for communicating all ongoing information about their programs using all available media.

### **Objective 3: Communication**

Identify and evaluate all communication resources to maximize their value and assign clearly defined objectives and responsibilities for each

#### 3.1: Identify key communication resources and requirements (current and new tools available)

- Integrate existing media outlets (Websites, Facebook Pages, KPHTH, Brochures, etc.) to ensure cohesive communications.

- Review the membership brochure and how it is disseminated to the public. All board members must review its content to ensure accuracy and completeness before it is printed or posted online.
- Distribute and post social media guidelines. Revisit proposed language that was prepared for the convention in SF but was not presented.
- Evaluate the design of our current website by a professional website consulting/marketing firm to ensure that it meets PAA goals and is user friendly. Changes to be presented to and approved by the Executive Council.
- The PAA Website needs to be our top priority. It is a representation of who we are. The Strategic committee recommends that the website be managed in the United States. A US based company would be knowledgeable about US laws and would pose no time conflict. Changes can be made immediately. The President along with his/her appointed person must have final authorization of any changes or updates to the website. The committee feels that these small changes would help make our website much more efficient and relevant.
- Establish legal guidelines for the website so that content is carefully reviewed as to not jeopardize our non profit status. In addition, a privacy statement should be established that deals with emails and personal information. All of these processes should be developed and written by the legal advisor. All Membership Administrators need to accept the PAA terms and conditions that is to be developed by Legal Counsel before they are given access to the site.

### 3.2: Assign roles and responsibilities for each area of the communication plan

- The 2<sup>nd</sup> VP oversees the communications of the PAA. If the 2<sup>nd</sup> VP is not familiar or comfortable with Web Content/Social Media, the 2<sup>nd</sup> VP with the President should appoint someone who is knowledgeable within those areas and that person will report to the 2<sup>nd</sup> VP as a non-voting position. That person will establish a Social Media committee and work in tandem with the IT committee to facilitate the website and social media outlets such as Facebook, Twitter to improve our web presence, our social media communications and to stay current with technology that could benefit our members.
- We suggest that the Social Media committee be structured similar to the KPHTH magazine editorial board. It is recommended that one of the persons on this new committee also include a member of the KPHTH editorial board so that the online presence will also support the magazine's direction and that they work in tandem to support the PAA.
- The IT committee will remain as a separate committee that would oversee and suggest technical changes to the website, email system, data storage and membership system. Content would be the responsibility of the PAA/PYA Program Chairs, through the Social Media Committee.

### 3.3: KPHTH magazine suggestions to improve advertisement of PAA programs

- The PAA board members, working with the KPHTH magazine design team, should create small ads about their programs. These ads can be inserted periodically in the magazine throughout

the year to help raise awareness of the programs and help direct members to the people in charge of specific programs. (Cultural/Education/Philanthropic/PEF/Scholarship/Archives, IT, etc.) It is recommended that these ads run either as banner size ads (1/4 page or banner format) or 1/3 page vertical. Example of this type of ad was the PAA Mentor Program ad in a recent edition of the magazine.

- Strongly encourage board members to write articles at least once or twice a year that describes their program(s), their successes and even just simple updates. It is our recommendation that this be added to the roles and responsibilities of the board members in the Operational Manual.
- Encourage Chapter and District Officers to identify human interest stories. Examples include profiling a member's village, a district dance troupe or musicians, profiling a specific youth or adult member making a difference in their community, etc.
- Implement a policy to discourage dissemination of degrading and offensive content. Recommend a motion to amend Article 35 of the PAA Bylaws to add the following:

*“Conduct by a PAA member which has the purpose or effect of violating an individual’s dignity and reputation or creating an intimidating, degrading, humiliating or offensive environment will not be tolerated. This includes, but is not limited to, language transmitted verbally, in writing, or through any electronic medium. Failure to adhere to this code of behavior may result in disciplinary action as deemed appropriate by the Board of Directors and could result in suspension of member privileges, up to and including expulsion from the PAA.”*

### 3.4 Social Media Guidelines

Any official social media site will require the approval of the Executive Council. No individual officer has the authority to create a social media site, or a web site with the PAA name.

The official domain of the PAA is pancretan.org. Any other domains using the Pancretan name are not the PAA.

The official social media sites for PAA are:

Facebook/pancretan

Facebook/CAN

Facebook/2015 and 2017 conventions have pages

Facebook/individual chapters have pages

LinkedIn--CAN has a link

Instagram--CAN has a link and 2015 and 2017 conventions had instagram accounts

Blog – the PAA does not have a blog page

Twitter--2015 and 2017 conventions had Twitter handles

- Proposed media guidelines should be reviewed by the PAA Legal Advisor and presented to the Executive Council for approval.

- Once approved, these guidelines should be posted in KPHTH Magazine and distributed to every PAA and PYA Chapter along with a form requiring a signature from an authorized representative acknowledging their receipt and understanding of the PAA online policy.

## **Objective 4: PYA**

### **Maximize the role and participation of the PYA in the organization**

PYA participation

#### **4.1: Bridge the gap between PYA and PAA**

- PAA and PYA boards should nominate PYA members to join each PAA committee for one term.
- At the end of the term, each committee will evaluate the youth representation on that committee including the input from the youth member. If it is determined that it is important for a youth voice on the committee, then the respective committee shall recommend a by-law change in the committee's membership requirements to include a PYA member.
- Initially, it is suggested that PYA members be involved on PAA committees as a guideline, not a by-law change. Depending on the success of involvement, it should become a by-law change.
- It is recommended each District board include a position for a PYA member

## **Objective 5: Financial Health**

Continue to look for opportunities to strengthen the financial health of the organization

Two key provisions in the new tax act may have an adverse impact on the donations to the PAA:

- Effective in 2018, the Tax Cuts and Jobs Act raises the standard deduction to \$24,000 for a married couple. For millions it will no longer make sense to itemize, and that means fewer charitable gifts: You can only deduct donations if you itemize.
- The estate tax exclusion amount prior to 2018 was \$5,490,000 for an individual. Estates worth more than that were taxed. Beginning in 2018, the exclusion amount will be over \$11,180,000 for an individual. Exempting larger and larger amounts to lower the tax burden on heirs erodes the incentive to leave bequests to charity.

#### **5.1: Educate board members, particularly those engaged in fundraising, on the impact the new tax law has on charitable contributions and other revenue streams.**

- Dedicate time at a board meeting or a conference call to provide an overview of the new tax law and how it may affect future donations by end of 2018. We recommend that the President of the PAA Foundation drive this initiative.

#### **5.2: Educate donors and reinforce the value of the programs provided by the PAA.**

- Develop materials for board members to have available when speaking with potential donors.

- AD SALES: 2<sup>nd</sup> VP needs to encourage more members and businesses to purchase ads. Ads are not restricted to businesses. Inform membership that they can purchase ads to salute members of their family or friends accomplishments.

Enforce Article 29, #8 of the PAA Bylaws:

Every household must receive and pay for at least one magazine.

Next steps:

- Final approval method (conference call? Email?)
- Assignment of responsibilities of action items
- Determine follow-up schedule and responsibilities
- Questions