



CFRE INTERNATIONAL STRATEGIC PLAN

CFRE International has developed a Strategic Plan for the period 2004 - 2006 (Fiscal year January 1, 2004 to December 31, 2006.) The plan describes how CFRE International will move from its current reality to its desired future. The plan was developed through dialogue with Board and Staff.

The plan was adopted for implementation, holding both the Board and Executive Director accountable for achievement of the vision. The Executive Director manages implementation and provides guidance and leadership to the Board, committees and task forces. Committees and task forces will use the Strategic Plan to establish their work plans and tactics for each year.

CFRE International recognizes that new challenges and opportunities will arise. These will be assessed and measured against the Strategic Plan, and Board and staff together will make Plan adjustments as desired.

In addition, detailed tactics, timelines and assignments of responsibility may require refinement, in keeping with financial and human resources, and as a result of updated information. The Board supports critical thinking and reassessment of tactics while maintaining the integrity of the key directions and overall goals and priorities.

The CFRE International Strategic Plan will be monitored for progress on a quarterly basis, with reports from staff and committees. On an annual basis -- prior to budget preparation -- the Board of Directors and staff will review the Strategic Plan and confirm or update the priorities for the new fiscal year. This annualization of the Plan occurs prior to budget preparation.

In 2007, CFRE International will review results of the Strategic Plan and determine the process for updating the Plan. Thus the cycle of iterative planning continues.

MISSION AND STATEMENT OF PURPOSE

As stewards of the public trust, Certified Fund Raising Executive (CFRE) International certifies fundraising professionals who demonstrate the knowledge, skills and commitment to the highest standards of ethical and professional practice in serving the philanthropic sector.

CFRE International fulfills this mission by establishing and administering a voluntary certification process based on current and valid standards that measure competency in the practice of philanthropic fundraising.

In furtherance of its mission, CFRE International promotes voluntary certification, in dialogue with government and other bodies globally, as the preferred alternative to licensure and/or government regulation.

VISION OF CFRE INTERNATIONAL

To be the premier global provider of professional certification of proficiency and practice in fund raising and to position the CFRE as the primary credential for career fundraisers for practitioners, employers, and the public.

CONTEXT FOR THE VISION

- The **credibility** of the CFRE credential lies in meeting the highest standards for psychometric validity and reliability, for clarity, and for consistency which requires continuous development and refinement of questions for the test bank as well as policies and procedures for the application.
- The **validity** of the CFRE credential is directly related to its fidelity to current global practice and therefore, regular review and updating of the job analysis must be undertaken.
- The **desirability** of the CFRE credential is linked to both employer and practitioner valuing made possible through demonstrated impact on career advancement and performance and on public respect and trust.
- The **sustainability** of the CFRE credentialing program will be the result of the following key factors:
 - Continuous cultivation of existing participating organizations to maintain high levels of support and advocacy. A commitment to high levels of service to these major constituents in their terms is essential.
 - Identification of new participating organizations, alliances, and constituents, and securing same through a balanced development plan that weighs maintenance of existing strong relationships with efforts to recruit additional support.
 - Vigilance in monitoring developments to maintain the position of voluntary certification as a preferred alternative to governmental regulation.
 - Provision of responsive processes for completion of applications, maintenance of information for re-certifications, and readily accessible examinations.
 - Creating greater brand awareness through marketing and promotion.
 - Achievement of accreditation by the appropriate international organization.
 - Positioning the CFRE as a reliable resource for inquiries regarding fund raising standards for all publics.

ENVIRONMENTAL CONTEXT

This plan has been prepared with consideration given to the context within which CFRE International operates, a world where the following forces and trends shape perceptions:

- Systemic fundraising conducted in a codified and professional manner, springs from a set of cultural and societal norms based in first world societies. It is in this international (but not Global) environment that CFRE International operates. CFRE International will continue to be sensitive to these parameters. Increasing the number of countries where the credential is offered should be considered carefully, as outside a first world cultural context, the credential may not remain valid.
- First world countries are experiencing significant social and cultural change. Populations are ageing and are of greater ethnic diversity; increasingly mobile (geographically and professionally); possess higher personal disposable income; higher standards of education and with a greater awareness of international issues. CFRE being the only international credential, is well placed to serve this highly mobile market. However, new competition could be expected from local credentials serving specialist segments. The pace of change will also bring a greater awareness of professional standards as benchmarks for best practice in the new markets and communities that are not defined by geographical boundaries alone.
- Technology is redefining ‘community.’ The internet is changing the way people do business and choose to associate and increasing the speed of change, particularly with regard to the communication of ideas. Information which was once owned by experts and authorities is now within reach of most people. CFRE International will need to respond to a growing expectation that the exam and all information on the program easily available via the internet. It may need to become more of an interactive, quick response environment where questions are dealt with in real time online, internet study groups are enabled and chat rooms for candidates and CFRE certificants offer additional levels of association and benefit not presently conceived.
- Demands for *transparency* are rising. Government is positioning itself as the *regulator*, rather than the funder, of community projects and programmes. A vocal and activist public has encouraged the rise of watchdog groups which scrutinize carefully the activities of not only corporations but also not-for-profit / non-governmental organisations. CFRE represents a well-established process of self-regulation. Being an independent self-funded organisation, it offers government and the public at large a clearly understood solution to the demands for greater accountability, higher professional standards and increased ‘openness’ in community affairs, including the management of not-for-profit / non-governmental organisations.
- Philanthropic activity and the fundraising profession in general, is largely White Anglo-Saxon Protestant (WASP) in character. The profession is predominately female and does not reflect the broader demographic of first world countries. CFRE will need to be aware of possible future changes in the demographic of the profession and may, where deemed appropriate, lead efforts to encourage a greater diversification of the profession to better reflect the first world societies it serves.
- ‘Time poverty’ is both increasing and decreasing. Fundraising professionals have less time to pursue voluntary activities, including professional development. While conversely for the Baby Boomers who are seeking a longer career with more flexible hours of employment, greater time is available to pursue personal and professional interests. CFRE may need to address the requirements for professional practice to allow for more flexible working arrangements where candidates work well into their retirement years on a part-time basis. Conversely, given that the CFRE does not

require attendance at time consuming classes, its format would be increasingly attractive to time starved professional fundraisers.

- Professional fundraisers are operating in an increasingly competitive and demanding environment. Donors are better informed while not-for-profit / non-governmental organisations demand higher levels of professional performance. CFRE must remain up-to-date on the professional developments in fundraising across its international operating environment. It will need to undertake more frequent job analysis, possibly on a rolling basis, to ensure the credential remains able to meet these heightened demands.

VALUES STATEMENT

CFRE International's values are the principles that guide our daily work; how we interact with others and those we serve.

These values guide our Board, volunteers and staff in making ethical decisions that affect candidates, certificants and the profession of fundraising.

- **Impartiality** – We adhere to an objective, fair and consistently applied process for collecting and evaluating information for decision-making that treats all people with equity.
- **Integrity** – We ensure fairness, accuracy, validity and reliability in the development and administration of the certification programme to ensure it meets the highest standards (as defined by experts in the field).
- **Accountability** – We accept responsibility individually and collectively to create a quality, sustainable organisation that operates in an honest and transparent manner and is prudent in the use of financial and volunteer resources.
- **Diversity** – We embrace and include the strengths, skills and perspectives that contribute to the development of the certification programme and its certificants in order to build bridges among fundraising professionals.
- **Service** – We engage in continuous organisational review and improvement in order to deliver our programme that meets and exceeds expectations.

A. KEY DIRECTIONS FOR GOVERNANCE AND VOLUNTEERISM

Assure a robust governance and volunteer infrastructure that adequately supports a small not-for-profit corporation. Effective governance and active volunteer participation are critical to the sustainability of CFRE International.

From a governance perspective, CFRE International will focus on the following issues:

- Design frequency, timing of and participation in Board meetings
- Board member recruitment, orientation and development
- Board member performance expectations, evaluation and accountability
- Succession planning
- Committee and task force performance

In addition to enhancing governance, CFRE International will formalize its volunteer program and engage diverse individuals as champions and ambassadors through committee, task force, and single task opportunities. To enhance volunteerism, CFRE will focus on volunteer job descriptions, recruitment, placement, evaluation, recognition and retention.

Strategies:

2004

A. Institutionalize a regular Board evaluation process based on standards established by the Board in its 2003 evaluation

- Tactics:
 - Committee on Directorship to review and refine board assessment form and create annual calendar for the implementation and analysis of the evaluation form
 - Committee on Directorship to revise a tool, process and plan for individual board member assessments and goals setting, to be implemented by the Chair
 - Increase opportunities for hands-on board experience with the on-going operations of the Program (i.e., everyone “taking” the exam once a year; everyone engaging in a review of five-ten candidate applications)

B. Enhance communications / dialogue within the Board outside of its meetings, to foster candour and full discussion at meetings, thus assuring quality decision-making

- Tactics:
 - Create Master Calendar with due dates for board book agenda materials and the release of materials to ensure information is provided in a timely fashion to permit thoughtful consideration
 - Increase Executive Director communications with Board members through more frequent Executive Director updates

- Utilize technology to facilitate dialogue between meetings by inviting Committees to share ideas and proposed plans via email with interested board members between meetings and provide opportunity for discussion
- Executive Director to periodically phone individual board members who do not have a direct committee or task force leadership role to update them on various activities and provide opportunity for questions and answers

C. Enhance volunteer composition with particular attention to many aspects of diversity within the profession and levels of professional experience in keeping with the level of the credential

- Tactics:
 - Committee on Directorship to expand board matrix and call for nominations to focus on increasing the diversity of the board
 - Identify and engage key groups (Diversity Committees, Gay and Lesbian Alliance, etc.) to include in the Call for Nominations
 - Expand outreach for volunteers to candidates who reflect the many facets of credentialed professionals

D. Enhance volunteer performance by clearly articulating performance expectations, evaluation and accountability

- Tactics:
 - Develop and implement Committee Commitment Form laying out all expectations of volunteer performance, to be piloted with the Subject Matter Expert Corps

2005:

- A. Refine charges (terms of reference) for each committee and task force and develop job descriptions for chairs/co chairs and individual members
- B. Implement Committee Commitment Form for all committees/task forces and provide twice-yearly feedback to all committee/task force members on meeting performance expectations
- C. Formalize a Volunteer Program that focuses on tasks and activities supportive of CFRE International that includes detailed job descriptions, recruitment, placement and involvement, and evaluation / recognition / retention strategies in order to extend our champions/ ambassadors, committees and task forces, and provides qualified candidates for board membership
- D. Create a plan to use Committee and Task Force assignments as an intentional strategy to engage board members and develop them for leadership success; identify and cultivate champions for CFRE; and identifies and screens (through participation, performance and accountability) candidates for board membership
- E. Increase engagement and accountability of Board members in governance and volunteer activities to prepare for leadership positions
- F. Create a plan to distinguish between activities and tasks that require committees / task forces or could be done by individual volunteers and recruit accordingly

2006:

- A. Evaluate frequency of Board meetings, meeting format, and technology opportunities to foster group cohesion and optimize performance
- B. Evaluate size of the Board and financing options to assure optimum composition and outreach of fulfil CFRE International's vision
- C. Research the feasibility of developing some regional volunteer structure(s) to enhance outreach of CFRE International

B. KEY DIRECTIONS FOR PROGRAMS AND SERVICES

CFRE International is the internationally recognised baseline credential for fundraising professionals. The certification process is the primary function and focus of the organization that involves a series of on-going processes and procedures to maintain, improve and expand the Program. To this end, a key direction for CFRE International is to:

- Ensure a high quality, comprehensive credentialing program that meets the highest standards for validity, reliability, clarity and consistency and includes:
 - Standards based on periodic research (approx every 5-7 years) into global fundraising practice through the completion of a job analysis
 - Comprehensive and stringent application eligibility requirements that reflect the current scope of fundraising practice and are applied consistently in accordance with international accreditation standards
 - Written examinations that meet the highest standards for psychometric validity and reliability
 - Responsive processes for the completion of applications that enable the organization to acquire new and retain current certificants
 - Appropriate and adequate resources provided to candidates to enable sufficient examination preparation
 - Multiple approaches to recognize achievement of the certification status
 - Promote the value of voluntary certification as the preferred alternative to licensure

Strategies:

2004:

- A. **Evaluate the level of psychometric services provided by our professional testing agency and seek the best contractual arrangement consistent with quality services**
 - Tactics:
 - Seek comment / input from Examination Committee on services provided by current professional testing agency
 - Issue RFP to a variety of testing agencies for on-going test development and scoring services, to include computer-based testing
 - Evaluate RFP responses and negotiate contract with selected testing vendor

B. Promote voluntary licensure as the preferred alternative to licensure

- Tactics:
 - Distribute current position paper on voluntary certification versus licensure to current Participating Organisations, prospective Participating Organisations, certificants, and posting it on the website

C. Develop and implement six new forms (1 Australian, 2 Canadian, 1 United Kingdom, and 2 United States) of the CFRE written exam based on the new Test Content Outline

- Tactics:
 - Exam Committee to work with staff and PES and select country-specific subject matter experts to review, refine and approve draft forms of the exams
 - Conduct Pass Point Studies according to the Modified Angoff method in each of the countries with a specific exam form with country-specific panels
 - Administer exams in each of those countries at least twice in 2004

D. Evaluate options and, if feasible, create a plan for the inclusion of New Zealand-specific exam content for a CFRE credential for New Zealanders

- Tactics:
 - Explore and discuss with PES options for including New Zealand candidates to include: a separate form of the exam; a separate “module”; a separate pass point study; removal of “country-specific” content from the exam for New Zealanders; inclusion of New Zealand content on the Australian form of the exam; any other options)
 - Review with New Zealand SMEs the results of the CFRE Job Analysis, specifically the task and knowledge statements where New Zealand respondents stood out
 - If appropriate, in cooperation with FINZ and New Zealand SMEs, develop a plan for implementation of recommendations for a New Zealand CFRE credential – including fiscal impact and financing options

E. Implement a trained Subject Matter Expert Corps with membership from each of the four countries with a specific exam form to increase the item bank for the written exam

- Tactics:
 - Issue a call for Subject Matter Experts, clearly defining the expectations and time commitment required (two years and one face-to-face meeting)
 - Screen Subject Matter Experts and select those with expertise in the domains covered on the exam in the most need
 - Hold two (2) two-day training and writing sessions for new SMEs
 - Develop tracking system for recording who writes items, on which topic, and how many of them are ultimately approved for inclusion in the item bank
 - Develop and implement a monthly reporting system to provide SMEs with timely feedback on their progress

F. Enhance the validity of the written examination by institutionalising a once yearly review of the Resource Reading List and assuring that all items currently on the exam have current and appropriate reference sources from the approved Resource Reading List

- Tactics:
 - Finalise Resource Reading List based on new Test Content Outline
 - Request from PES all reference citations for all items currently on any exam form
 - Exam Committee to review and re-reference all items currently on any exam form so that they have current references from at least one of the books on the approved Resource Reading List
 - Items that cannot be re-referenced should be flagged for removal from the exam at the earliest opportunity
 - Create and implement a yearly review of all items on the current forms of the exam that relate to tax and/or regulatory matters to assure no items reflect out-dated or incorrect information

G. Expand the opportunities and methods of recognition of achievement of the certification status

- Tactics:
 - Develop and implement a system of announcement of certification status to certificants' supervisors
 - Annual listing of all new certificants in non-Participating Organisation publications (i.e., Chronicle of Philanthropy; The NonProfit Times; CASE Currents; Professional Fundraising, etc.)
 - Increase the number of recognition items available for sale (such as: plaques, clothing, accessories)
 - Implement sale of job vacancy announcements targeted to individuals holding the CFRE credential
 - Make recognition items available to chapters/regions to give to new certificants at a recognition event

H. Enhance CFRE International website as a resource for candidates, certificants, Participating Organisations and other publics

- Tactics:
 - Increase number of resources available on website for various stakeholders
 - Create master calendar to institutionalise the updating of materials and listings found on the website
 - Survey chapters/regions of Participating Organisations to determine what types of materials would be most helpful to them on the website and implement findings of survey of Participating Organisations regarding website content
 - Development of a PDF on-line "fill in" version of the written application form

I. Evaluate options for external accreditation of the certification process and make application to most appropriate body (National Commission for Certifying Agencies; American National Standards Institute; International Standardisation Organisation)

- Tactics:
 - Review criteria for accreditation by all available external agencies
 - Assess most appropriate organisation from which to seek accreditation, in light of the overall CFRE International mission
 - Establish timeline for development of self-study materials
 - Make application

2005:

- A. Promote voluntary licensure as the preferred alternative to licensure
- B. Develop and implement a system for new publications to be identified, read, reviewed and recommended for inclusion on the Resource Reading List and outdated books to be “retired” from the list
- C. Expand the Subject Matter Expert Corps to create staggered terms and balance the areas of the exam in which items are added to the item bank
- D. Develop and implement a plan for sharing information regarding the CFRE Job Analysis and fundraising education with the top 10 training programs in each country where the credential is offered to enhance the validity of the exam and the currency of the Resource Reading List
- E. Implement a Task Force to review the validity and efficacy of the Performance Requirements on the written application, in light of any changes to the Professional Practice Requirements. Evaluate efficiency of application format for candidates.
- F. Develop and implement process for acceptance of on-line application forms
- G. Increase visibility of certificants and enhance communications with certificants through further website enhancements with addition of look-up capabilities for listings of CFRE certificants; on-line address changes for current CFRE certificants subject to privacy considerations
- H. Establish country-specific task forces of SMEs in preparation of development of revised forms of the CFRE exam
- I. Develop outlines for “model” recognition events and distribute to Participating Organisations for use by their chapters and regions and at their annual conferences (i.e., annual printing of all new certificants in the organisation; special announcement/recognition in annual conference program; Fundraising Days recognition ceremony, etc.)
- J. Evaluate the current exam form for any necessary changes in anticipation of creating new exam forms for 2006
- K. Develop and approve new forms of the exam for implementation in January 2006
- L. Revise internal procedures for review of candidate applications to reflect move to computer-based testing in 2006
- M. Begin promotion and education of computer-based testing process

2006:

- A. Promote voluntary licensure as the preferred alternative to licensure
- B. Develop and implement six new forms (1 Australian, 2 Canadian, 1 United Kingdom, and 2 United States) of the CFRE written exam based on the current Test Content Outline
- C. Transition from a paper and pencil exam format to computerized exams offered at a large network of proctored testing centres around the world (such as Sylvan or Prometric) enhancing candidate access to the exam
- D. Increase and enhance Subject Matter Expert Corps to address issues uncovered in the development of new forms of the exam
- E. Develop other resources, as appropriate, to support candidates in the certification process

C. KEY DIRECTIONS FOR MANAGEMENT AND INFRASTRUCTURE

CFRE International is a small non-profit with an international focus on the assessment and certification of fundraising professionals. The sustainability of the CFRE Program depends on an effective infrastructure and sufficient resources both in human and financial/capital to meet and exceed standards of quality service delivery and operational efficiencies. As a result, one key direction for CFRE International is:

From an infrastructure perspective, CFRE will focus on the following issues:

- A three to five year iterative strategic plan with goals and objectives, measurable performance indicators and year-to-year benchmarks.
- A financial/investment plan designed to meet current/future growth needs and to address a crisis situation.
- A dynamic marketing/communications plan that supports the mission and vision of CFRE International, promotes the value of voluntary certification and is responsive to customer needs.
- A human resources plan that considers succession planning and the competitive marketplace.
- Appropriate and adequate investment in technology to assure effective and efficient program operations.

Strategies:

2004:

A. Enhance the human resources for the CFRE Program

- Tactics
 - Cross-involve staff in various committee and task force discussions
 - Increase responsibilities of outsourced bookkeeper/accountant to maximize use of those skills, freeing up in-house staff time and creating continuity for accounting functions

- Develop a formal plan for inviting former board and committee members to be involved in CFRE activities (speaking opportunities, other committee assignments, etc.)
- Expand the list of individuals who receive items such as: CFRE News, calls for nomination and comment, to include prospective Participating Organisations, ACFREs, FAHPs, former board members and other champions of the program

B. Finalize decision making regarding the establishment of a CFRE Foundation and implement, if appropriate

- Tactics:
 - Foundation Task Force finalizes proposal for Board approval
 - Legal counsel draws up necessary paperwork for Board approval
 - If approved, necessary papers are filed and board established
 - Identify appropriate level of staffing needs and create plan to fulfil the need
 - Announcement and promotional materials are developed and distributed, as appropriate

C. Enhance financial management through the development and implementation of a Finance Committee and expansion of financial information available to CFRE International

- Tactics:
 - Create job description for Finance Committee
 - Complete recruitment and training of Finance Committee members
 - Involve committees and task forces in the development and monitoring of program budgets
 - Re-design accounts and accounting procedures to track expenses across countries in which the program operates to evaluate actual costs and to monitor cost-effectiveness of operations across countries

D. Enhance the recruitment and retention of quality staff members with the necessary skill-sets to increase the success of the organisation

- Tactics
 - Revise and update job descriptions for each position
 - Complete salary survey and develop potential salary ranges for each position
 - Develop plan for revised compensation packages for each position based on the results of the salary survey and the current fiscal reality of the program to be used in future budgeting processes
 - Develop and implement a formal performance assessment process for all staff positions
 - Develop and approve Employee Manual/Handbook

2005:

- A. Evaluate the role of Participating Organisations and strengthen the definition and implementation of that role and its responsibilities

- B. Research technological options for digitizing all candidate and certificant records and create a plan for implementing and funding the transfer of all current and future candidate data to digital media
- C. Expand technology resources (both hardware and fiscal resources) to meet needs to increase use of technology for candidate application processing
- D. Enhance fiscal oversight and involvement by directly involving committees in the development and management of their program area budgets
- E. Research and design formal succession plan for all key staff positions
- F. Evaluate Foundation operations and conduct feasibility study for a capital campaign to support an endowment and/or seed funds for 2008 Job Analysis
- G. Evaluate staff configuration and create plan for redesign and recruitment, if necessary
- H. Identify specific tasks in support of CFRE Operations and invite former board and committee members, volunteers, ambassadors and champions to involve themselves in time-definite, short-term tasks
- I. Develop and implement a plan for cross-training CFRE staff on various key operations functions

2006:

- A. Evaluate level of resources (both human and fiscal) required to sustain operations in English-speaking countries currently included in the program and evaluate cost-effectiveness of continuing such operations and/or expanding
- B. Develop and implement plan to finance 2008 Job Analysis Project
- C. Develop and implement plan to move CFRE operations from current office space at end of lease with particular attention to services that can be added as a result of a move to new space (own conference room for meetings? Shared space options with another small organisation? Testing facilities?)
- D. Implement transfer of candidate records to electronic/digital media

Key Marketing Strategies to be Assimilated into New Marketing/Communications Plan

2004:

- A. Refine the value proposition for Participating Organisations, employers and fundraising professionals**
 - Tactics:
 - Marketing Committee drafts a Case for Support for CFRE and does pilot testing with various groups
 - Specific messages are developed for each target market: POs, employers, fundraising professionals
 - Promotional materials are developed for each group and a distribution plan developed. To include: display ads, brochures, direct mail letters

B. Develop and implement a Marketing/ Communication Plan with customised strategies for each target audience: fundraising professionals, donors, employers, government

- Tactics:
 - Current marketing/communications plan is evaluated in light of new Case for Support and defined messages
 - Mini-plans for each target audience are created using support materials described above for implementation
 - Phased-in implementation plan is developed in accordance with available resources. If necessary, additional resources are requested in 2005 budgeting process

C. Enhance communications with and support of Participating Organisations in their marketing of the CFRE credential

- Tactics:
 - Executive Director will meet with key representatives from each Participating Organisation to review obligations of PO Agreement and listen to needs, parameters and culture of each PO to establish best ways for communication
 - Develop mini-marketing plans / calendars for each PO and necessary materials distributed to PO in accordance with mutually agreed upon timeline
 - Develop and distribute sample marketing packet for each PO that includes various materials and stock ads available from CFRE for marketing purposes
 - Increase frequency of communications with POs by sending adapted version of Executive Update to them each month
 - Develop a Master Calendar of other promotional materials (sample articles, other news items, etc.) to be sent to each PO each month
 - Build an internal distribution list of key individuals in the regions, chapters, etc. of each PO to be included on the distribution lists of various PO materials
 - Continue to build relationships with potential POs and acquire new ones

D. Strengthen image of CFRE International and enhance marketing to individuals who are not members of Participating Organisations

- Tactics:
 - Increase ad buys in publications seen by those outside of membership populations (Chronicle of Philanthropy; Philanthropy Australia materials; NonProfit Times; CASE Currents; Professional Fundraising; other publications)
 - Develop direct mail campaign and purchase lists for mailings promoting the CFRE program to select areas
 - Increase participation in Associates Program

2005:

- A. Enhance direct marketing done to individuals who hire fundraising professionals (CEOs, CDOs, HR professionals, search firms, etc.)
- B. Develop collaborations with leading academic institutions to share information on fundraising practice from the CFRE Job Analysis, fundraising education and research to enhance credibility and validity of the CFRE program
- C. Develop and implement a process for targeting individuals who are influential and/or highly visible for participation in the CFRE process to enhance its validity and credibility
- D. Develop distinct marketing messages and strategies regarding the benefits of becoming a CFRE (impact on salary, hiring opportunities, etc..)
- E. Strengthen image of CFRE International and enhance marketing to individuals who are not members of Participating Organisations

2006:

- A. Develop strategic partnerships with organisations such as Independent Sector, the Council on Foundations; Association of Chief Executives of Voluntary Organisations; governmental agencies to enhance visibility and credibility of the CFRE program
- B. Develop and implement a process for identifying and automatically “inviting” individuals with 3-5 years of experience to plan for and participate in the CFRE process
- C. Develop resource materials that are available for distribution to stakeholders and interested parties outside the fundraising community inquiring about the CFRE process