

NIGP Strategic Plan for 2026-2029

March 10, 2026

DOMAIN 1: PARTNERSHIPS				
Goal: NIGP will elevate the brand of procurement through partnerships.				
(Note: Community is defined as members, chapters, and partners.)				
Partnerships:				
A. Strategic Initiative: Define the value that NIGP offers to other partners and the value they bring to NIGP.				
i. Task 1: Develop Partner Value Rubric to evaluate partnership pursuit decisions and measure strategic fit for current and future partners. a. Responsible: Chief Growth Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Design and approve a Partner Value Rubric Scorecard by Sept 30, 2026.	Apply the rubric to all active partners and establish baseline Partner Strategic-Fit Index scores by Dec 31, 2027.	Embed rubric scoring into the partner intake process so 100% of new partnership proposals are scored prior to approval and refine rubric methodology by Jun 30, 2028.	Conduct annual rubric rescoring for 100% of active partners, documenting maintain/expand /restructure/exit decisions, by Nov 30, 2029.	Use rubric to make decisions about new partners moving forward.

B. Strategic Initiative: Evaluate, outline, and strengthen relationships with partners.				
i. Task 1: Clarify partnership roles, expectations, and engagement model.				
a. Responsible: CEO, Chief Growth Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Create and approve a Partner Roles & Expectations Framework (including a reusable documentation template and success criteria) and apply it to all current active partners by Oct 1, 2026.	Implement the framework across active partner work plans, ensuring each plan includes at least 2 measurable NIGP value commitment by Jun 30, 2027.	Integrate partner value commitments into a minimum of 3 NIGP programs (learning, certification, events, research, membership, etc.) and begin tracking performance using rubric-aligned dashboard KPIs, by Q3 2028.	Using rubric scores + dashboard KPI trends, validate that 75% of partners meet or exceed NIGP value thresholds, and document program participation or revenue impact evidence for each active partner, by Dec 31, 2029.	Demonstrate that 100% of continuing partnerships have documented proof of value delivered into NIGP programs, presented in an annual summary to leadership by Q4 2030.
ii. Task 2: Co-create shared goals with current partners.				
a. Responsible: CEO, Chief Growth Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Host 1 strategic alignment session with each current partner and co-create a written Partnership Goal Statement (mutual value + measurable outcomes) for each, by Dec 1, 2026.	Convert all 5 goal statements into 12-month Joint Partnership Work Plans by June 30, 2027.	Embed shared partner goals into 3 program areas and validate completion of commitments via dashboard KPI tracking, by Dec 31, 2028.	Achieve 90% completion of reciprocal commitments in Joint Partnership Work Plans, validated through rubric + dashboard KPI evidence, by Dec 31, 2029.	Renew or refresh 100% of partner goal statements using 5-year performance insights, ensuring minimum 3 measurable improvements per partner, by Sept 30, 2030.

C. Strategic Initiative: Increase active engagement with partners and members.				
i. Task 1: Increase meaningful partner participation in NIGP programs and reciprocal participation in partner industry conferences (attendance + speaking). a. Responsible: CEO				
Year 1	Year 2	Year 3	Year 4	Year 5
Secure two reciprocal engagement commitments (conference attendance or speaking exchanges) with existing or new partners, and document the agreed scope of participation, by December 31, 2026.	Facilitate five partner engagements that include NIGP participation in partner conferences or partner participation in NIGP conferences or events (attendance or speaking), by December 31, 2027.	Deliver at least three partner-supported speaking engagements or attendance exchanges at external partner or allied association conferences, and track NIGP representation across partner events, by December 31, 2028.	Sustain five reciprocal conference collaborations, including a mix of keynote, panel, or featured speaking roles and conference attendance exchanges, by December 31, 2029.	Demonstrate eight or more active partnerships that include recurring conference participation or speaking exchanges and present a five-year summary of NIGP conference participation and partner visibility at Forum 2030.

D. Strategic Initiative: Communicate to our members about our partners.				
i. Task 1: Communicate the benefits our partners bring to members and reinforce why members should support and engage with NIGP partners. a. Responsible: Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Co-develop and approve a Partner Member Benefits Communications Plan with the Marketing Team by July 1, 2026.	Publish 10 partner benefit stories, tools, or program highlights co-created with Marketing that drive member awareness and partner support by Dec 31, 2027.	Increase partner benefit communications to 15 published stories or campaigns and demonstrate measurable lift in member engagement with partners by Dec 31, 2028.	Achieve 20 partner-driven benefit communications that include clear calls to member action (conference attendance, joint learning, certification support, or partner program usage) by Dec 31, 2029.	Sustain 25+ annual partner benefit communications, validated through member engagement metrics and leadership review, and present 5-year member support trends at Forum 2030.
ii. Task 2: Launch a recurring partner spotlight cadence to showcase partner contributions, member benefits, and reinforce shared support between organizations. b. Responsible: Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Launch and publish 5 partner spotlights across newsletter, Radio NIGP, or social platforms, each tied to at least 1 member benefit proof point, by Dec 31, 2026.	Increase spotlight output to 10 partners, including messaging that connects benefits to member participation and partner support, by Dec 31, 2027.	Spotlight 12 partners/year, including 3 partner conference speaking or attendance collaborations promoted to members, by Dec 31, 2028.	Increase spotlight cadence to 15 partners/year and incorporate 2 member testimonials per spotlight cycle validating partner benefit impact, by Dec 31, 2029.	Deliver 18 partner spotlights/year, maintain 80%+ member-reported awareness of partner benefits, and publish annual spotlight impact summary by Dec 31, 2030.

E. Strategic Initiative: Expand our partnerships.				
i. Task 1: Identify strategic partner prospects.				
a. Responsible: CEO, Chief Growth Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Develop and approve a Strategic Partner Prospecting Tool (success criteria, intake questions, and scoring model) and identify 4 qualified partner prospects by Nov 1, 2026.	Add 6 more qualified prospects and prioritize a shortlist of 4 by Dec 31, 2027.	Expand prospect pool to 10+ total qualified prospects and validate fit via rubric scoring by Dec 31, 2028.	Maintain 15+ scored partner prospects in the pipeline, refreshed annually, by Dec 31, 2029.	Maintain 20+ scored partner prospects and provide a pipeline health summary to leadership by Forum 2030.
i. Task 2: Formalize partnership agreements.				
a. Responsible: CEO, Chief Growth Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Formalize 2 new partnerships that demonstrate reciprocal program participation or member value by Dec 31, 2026.	Formalize 4 total new partnerships (including joint membership, certification alignment, or speaking/attendance exchanges) by Dec 31, 2027.	Formalize 6 total new partnerships, each with at least 2 measurable shared outcomes, by Dec 31, 2028.	Formalize 8 total new partnerships, maintaining a minimum 80% shared outcome delivery rate, by Dec 31, 2029.	Formalize 10 total new partnerships by Jun 30, 2030, and present partnership ROI summary to Governing Council at Forum 2030.

iii. Task 3: Scale partner influence into NIGP programs. a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Integrate partners into 2 NIGP programs and document reciprocal attendance or speaking value delivered, by Dec 31, 2026.	Expand integration to 4 programs, validated through dashboard KPI participation, by Dec 31, 2027.	Expand partner influence to 6 programs, documenting 300+ member engagements influenced, by Dec 31, 2028.	Expand partner influence to 8 programs, with at least 4 partner-validated improvements made, by Dec 31, 2029.	Expand partner influence to 10 programs, and present 5-year partner impact trends at Forum 2030.
iv. Task 4: Launch new international partnerships. a. Responsible: CEO				
Year 1	Year 2	Year 3	Year 4	Year 5
Identify 2 international prospects using the Partner Value Rubric, by Q4 2026.	Formalize 2 international partnership agreements that include reciprocal conference attendance or speaking exchanges, by Q4 2027.	Integrate international partners into 3 NIGP programs, measured via dashboard KPIs, by Q3 2028.	Expand international partnerships into 5 NIGP programs, documenting reciprocal value delivered, by Q4 2029.	Grow international partner influence into 8 NIGP programs, and present outcomes at Forum 2030.
Chapters:				
F. Strategic Initiative: Evaluate and strengthen relationships with chapters.				
i. Task 1: Establish a chapter relationship health model (support + expectations). b. Responsible: Chapter Relations Manager				
Year 1	Year 2	Year 3	Year 4	Year 5
Define a chapter relationship health model and baseline score for 100% of chapters by Dec 15, 2026.	Create improvement plans for the bottom 25% of chapters by Mar 31, 2027.	Improve average chapter health score by 10% (baseline FY26) by Dec 31, 2028.	Achieve 80% of chapters meeting minimum engagement standards by Dec 31, 2029.	Publish annual chapter health summary and trends report by Nov 30, 2030.

ii. Task 2: Implement a consistent chapter support cadence. a. Responsible: Chapter Relations Manager				
Year 1	Year 2	Year 3	Year 4	Year 5
Deliver 2 structured touchpoints (office hours, check-ins, or webinars) per chapter by Dec 31, 2026.	Achieve 70%-chapter participation in at least one support activity by Dec 31, 2027.	Achieve 80% participation and reduce recurring chapter issues by 20% by Dec 31, 2028.	Train and certify 50-chapter leaders annually through an updated leader program by Dec 31, 2029.	Maintain 85%-chapter leader satisfaction with NIGP support (annual survey) by Dec 31, 2030.
G. Strategic Initiative: Evaluate the chapter model (review what is working, interactions).				
i. Task 1: Complete a chapter model assessment and recommendations. a. Responsible: CEO, Chapter Relations Manager				
Year 1	Year 2	Year 3	Year 4	Year 5
Complete an assessment of the current chapter model with findings and options by Nov 30, 2026.	Pilot 2 model improvements (e.g., governance, reporting, engagement structure) with 6 chapters by Dec 31, 2027.	Implement approved model updates across 60% of chapters by Dec 31, 2028.	Implement model updates across 100% of chapters by Dec 31, 2029.	Demonstrate 15% increase in chapter-member engagement (baseline FY26) by Dec 31, 2030.
H. Strategic Initiative: Expand reciprocal value between NIGP and the chapters.				
i. Task 1: Define reciprocal value exchanges (what chapters give/get). a. Responsible: CEO, Chapter Relations Manager				
Year 1	Year 2	Year 3	Year 4	Year 5
Document a reciprocal value model with at least 5 “give/get” elements by Oct 31, 2026.	Launch 3 reciprocal value pilots (content sharing, co-marketing, joint events) by Dec 31, 2027.	Expand pilots to 10 chapters and document outcomes by Dec 31, 2028.	Achieve 60%-chapter adoption of at least one reciprocal initiative by Dec 31, 2029.	Demonstrate 20% increase in cross-promotion participation (baseline FY26) by Dec 31, 2030.

ii. Task 2: Build a chapter partnership toolkit (templates + shared assets). a. Responsible: CEO, Chapter Relations Manager				
Year 1	Year 2	Year 3	Year 4	Year 5
Publish a toolkit with 12 reusable assets (templates, slides, messaging) by Dec 15, 2026.	Achieve 50%-chapter usage of at least one toolkit asset by Dec 31, 2027.	Achieve 70% usage and refresh toolkit annually based on feedback by Dec 31, 2028.	Integrate toolkit access into the chapter leader onboarding process by Jun 30, 2029.	Maintain 80%-chapter satisfaction with toolkit usefulness (annual survey) by Dec 31, 2030.

DOMAIN 2: ADVOCACY				
Goal: Procurement is recognized and valued by stakeholders and policy makers.				
A. Strategic Initiative: Empower and educate our members with resources to advocate in their respective communities.				
i. Task 1: Build an advocacy resource hub for members. a. Responsible: Content/Education Team, Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Launch an advocacy hub with resources and a navigation structure by Dec 1, 2026.	Achieve 2,000 hub visits and 300 resource downloads by Dec 31, 2027.	Add 5 new resources annually and achieve 4,000 visits by Dec 31, 2028.	Create 6 state/local adaptation templates and track adoption by Dec 31, 2029.	Demonstrate member-reported advocacy impact stories from at least 25 agencies by Dec 31, 2030.
ii. Task 2: Deliver advocacy training for members. a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Deliver 3 advocacy trainings and achieve 150 participants by Dec 31, 2026.	Deliver 6 training courses and achieve 400 participants by Dec 31, 2027.	Create an advocacy micro-learning series (10 modules) by Sep 30, 2028.	Increase advocacy training participation to 750 annually by Dec 31, 2029.	Achieve 85% participant-reported confidence increase (post-training survey) by Dec 31, 2030.

B. Strategic Initiative: Amplify, improve, and engage educating external entities on procurement.				
i. Task 1: Establish a procurement education narrative delivered through partner conferences and external speaking a. Responsible: CEO, Marketing Team, Content Team				
ii. Task 2: Establish a procurement narrative and messaging platform.				
Year 1	Year 2	Year 3	Year 4	Year 5
Define a clear procurement education narrative for external audiences (partners, policymakers, and allied associations) that articulates the value and role of public procurement, by November 15, 2026.	Deliver the procurement education narrative through speaking engagements at a minimum of six partner or allied association conferences and co-develop a Procurement Education Toolkit that members can use to educate supervisors, executives, and governing bodies about procurement, by December 31, 2027.	Expand delivery of the procurement education narrative to additional partner and allied association events and distribute the Procurement Education Toolkit to members, tracking downloads and reported use, by December 31, 2028.	Publish an annual “Procurement for Decision-Makers” briefing package and deliver it through conference keynotes, panels, or partner-hosted events, by December 31, 2029.	Sustain consistent use of NIGP procurement education content across partner and external conference speaking engagements and maintain annual updates to the Procurement Education Toolkit based on member feedback and emerging issues, by December 31, 2030.

C. Strategic Initiative: Create tools for members to be ambassadors.				
i. Task 1: Create an ambassador toolkit (slides, scripts, one-pagers).				
a. Responsible: Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Design the structure and content framework for Ambassador Toolkit aligned with NIGP's procurement education narrative, by December 15, 2026.	Publish the Ambassador Toolkit (minimum 15 assets) and train 150 members on how to use the tools in professional and organizational settings, by December 31, 2027.	Achieve 500 toolkit downloads and 100 reported uses in speaking, briefings, or outreach activities, by December 31, 2028.	Expand the Ambassador Toolkit with sector-specific versions for four sectors, by December 31, 2029.	Capture 250 ambassador impact reports (speaking engagements, executive briefings, outreach activities) and publish a summary of ambassador activity and reach, by December 31, 2030.

DOMAIN 3: PROFESSIONAL DEVELOPMENT				
Goal: Develop, promote, and support procurement through relevant information.				
Part 1: Support career growth by continuing to provide exceptional professional development.				
A. Strategic Initiative: Evaluate education programs (education).				
i. Task 1: Complete an education portfolio review (quality, demand, outcomes).				
a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Complete an inventory of 100% of education offerings with utilization and revenue data by Oct 31, 2026.	Sunsetting/improving decisions made for bottom 20% underperforming offerings by Jun 30, 2027.	Increase average course satisfaction to 4.5/5 by Dec 31, 2028.	Improve completion rates by 10% (baseline FY26) by Dec 31, 2029.	Demonstrate a 15% increase in education net revenue (baseline FY26) by Dec 31, 2030.

ii. Task 2: Define education outcomes and measurement standards. a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Establish outcomes and KPIs for at least 10 flagship courses/programs by Dec 15, 2026.	Implement post-learning assessments in 6 programs by Dec 31, 2027.	Expand outcomes measurement to 12 programs by Dec 31, 2028.	Produce quarterly learning outcomes insights for leadership by Sep 30, 2029.	Publish an annual learning impact snapshot for members by Dec 31, 2030.
B. Strategic Initiative: Career development – job board, resume support, job coaching.				
i. Task 1: Modernize and grow the job board. a. Responsible: Membership Director, CEO, Chief Growth Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Launch improved job board features (filters, alerts, posting bundles) by Nov 30, 2026.	Increase job postings by 20% (baseline FY26) and achieve 5,000 job views/month by Dec 31, 2027.	Secure 10 employer partners for recurring postings by Dec 31, 2028.	Achieve \$100K annual job board revenue by Dec 31, 2029.	Maintain 85% employer satisfaction and 80% seeker satisfaction (annual survey) by Dec 31, 2030.
ii. Task 2: Launch resume support + job coaching pilots. a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Pilot 2 resume workshops and 1 coaching cohort and serve 75 members by Dec 31, 2026.	Serve 200 members and achieve 70% satisfaction (4/5+) by Dec 31, 2027.	Establish a scalable coaching model with 20 trained volunteer coaches by Dec 31, 2028.	Demonstrate 150-member job outcomes influenced (self-reported) by Dec 31, 2029.	Sustain 400 members served annually with documented outcomes by Dec 31, 2030.

C. Strategic Initiative: Increase the percentage of members who take trainings each year.				
i. Task 1: Improve training discoverability and member pathways.				
a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Establish a baseline for unique members taking training.	Increase unique members taking training by 10% (baseline FY26) by Dec 31, 2027.	Increase by 20% (baseline FY26) and reduce “no-show” rate by 10% by Dec 31, 2028.	Achieve 35% of members taking at least one training annually by Dec 31, 2029.	Achieve 40% of members taking at least one training annually by Dec 31, 2030.
ii. Task 2: Implement targeted outreach campaigns by member segment.				
a. Responsible: Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Run 3 segment campaigns and track conversion by Dec 31, 2026.	Run 6 campaigns and achieve 12% average conversion to enrollment by Dec 31, 2027.	Implement automated nurture journeys for 4 segments by Dec 31, 2028.	Achieve 20% lift in enrollments from targeted segments (baseline FY26) by Dec 31, 2029.	Maintain year-over-year growth in segment enrollments of 8% by Dec 31, 2030.
D. Strategic Initiative: Continue to provide relevant and timely education.				
i. Task 1: Create a rapid-response content pipeline for emerging topics.				
a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Stand up a rapid-response pipeline and publish 3 timely learning pieces by Dec 31, 2026.	Publish 5 pieces and achieve 1,500 total enrollments/attendees by Dec 31, 2027.	Publish quarterly “what’s changing” learning updates in 7 topic areas by Dec 31, 2028.	Achieve average time-to-launch of 60 days or less from topic selection by Dec 31, 2029.	Demonstrate 80% member rating of “relevant to my work” for rapid-response learning by Dec 31, 2030.

Part 2: Support creating pathways into the profession.				
E. Strategic Initiative: Providing training, expanding to non-procurement individuals.				
i. Task 1: Build “Procurement for Non-Procurement” learning tracks.				
a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Design 2 tracks and launch by Dec 31, 2026.	Enroll 300 non-procurement learners and achieve 4/5 satisfaction by Dec 31, 2027.	Expand to 4 tracks and reach 700 learners by Dec 31, 2028.	Secure 10 organizational purchases/teams adopting tracks by Dec 31, 2029.	Reach 1,500 non-procurement learners annually and document outcomes by Dec 31, 2030.
ii. Task 2: Create an entry-level credential or badge pathway.				
a. Responsible: Certification Commission				
Year 1	Year 2	Year 3	Year 4	Year 5
Define badge requirements and pilot with 150 participants by Dec 31, 2026.	Launch publicly and award 500 badges by Dec 31, 2027.	Create stackable pathway into higher credentials and document progression by Dec 31, 2028.	Achieve 1,500 badges issued annually by Dec 31, 2029.	Demonstrate 25% of badge earners advancing into deeper NIGP learning/certification by Dec 31, 2030.
F. Strategic Initiative: Internship Program – build awareness and engagement through internships.				
i. Task 1: Design and launch an internship program model.				
a. Responsible: Chief Content Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Publish an internship program model and secure 10 host organizations by Dec 31, 2026.	Place 25 interns and collect outcomes data from 80% of hosts by Dec 31, 2027.	Place 50 interns and create a standardized intern learning plan by Dec 31, 2028.	Place 75 interns annually and achieve 85% host satisfaction by Dec 31, 2029.	Demonstrate 40% of interns entering procurement roles or pathways by Dec 31, 2030.

ii. Task 2: Build an internship awareness campaign and school outreach plan. a. Responsible: Content/Education Team and Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Launch internship awareness campaign and reach 20 schools/programs by Dec 31, 2026.	Reach 50 schools/programs and generate 300 intern applicants by Dec 31, 2027.	Establish 10 recurring school partners supplying candidates annually by Dec 31, 2028.	Achieve 500 applicants annually and improve applicant diversity metrics year-over-year by Dec 31, 2029.	Maintain 750 applicants annually with documented conversion and placement rates by Dec 31, 2030.
G. Strategic Initiative: Develop academic partnerships for procurement to be a career destination.				
i. Task 1: Identify and secure academic partnership targets. a. Responsible: CEO, Chief Content Officer				
Year 1	Year 2	Year 3	Year 4	Year 5
Identify 20 target institutions and secure 5 partnership MOUs by Dec 31, 2026.	Secure 10 MOUs and launch 3 joint activities (guest lectures, case projects) by Dec 31, 2027.	Secure 15 MOUs and launch 6 joint activities by Dec 31, 2028.	Create 3 procurement course modules adopted by partner schools by Dec 31, 2029.	Demonstrate 200 students/year engaging with NIGP resources through academic partners by Dec 31, 2030.
ii. Task 2: Create a “procurement as a profession” academic kit. a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Publish an academic kit (slides, syllabus elements, career info) by Nov 30, 2026.	Distribute to 50 faculty/staff and track use by Dec 31, 2027.	Achieve adoption by 15 programs and collect feedback for annual refresh by Dec 31, 2028.	Expand kit into 3 specific versions (public admin, supply chain) by Dec 31, 2029.	Maintain annual refresh and document 5-year academic reach and outcomes by Dec 31, 2030.

H. Strategic Initiative: Collaborate with academic institutions.				
i. Task 1: Launch annual academic collaboration initiatives (projects, research, case competitions). a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Launch 2 academic collaborations and publish outcomes by Dec 31, 2026.	Launch 4 collaborations and engage 200 students by Dec 31, 2027.	Launch 6 collaborations and engage 350 students by Dec 31, 2028.	Establish an annual procurement case competition with 15 teams by Dec 31, 2029.	Demonstrate 1,000 cumulative student engagements over 5 years by Dec 31, 2030.
ii. Task 2: Create a faculty/community of practice. a. Responsible: Content/Education Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Establish a faculty group and host 2 virtual convenings by Dec 31, 2026.	Grow to 75 faculty participants and host 4 convenings by Dec 31, 2027.	Publish 6 shared teaching resources annually via the community by Dec 31, 2028.	Launch a faculty track or meet-up at Forum with 50 attendees by Dec 31, 2029.	Maintain 100 active faculty participants and an annual resource publication cadence by Dec 31, 2030.

DOMAIN 4: BRAND REPUTATION

Goal: Grow the NIGP brand as a continued validation of excellence, pride, and community.

A. Strategic Initiative: Make investments in our branding and marketing and promotion.

i. Task 1: Refresh brand strategy and standards.

a. Responsible: Marketing Team

Year 1	Year 2	Year 3	Year 4	Year 5
Complete brand audit and publish updated brand standards by Dec 31, 2026.	Update 100% of core templates and member-facing collateral to new standards by Dec 31, 2027.	Improve brand consistency score (audit) to 90% by Dec 31, 2028.	Increase website conversion rate (baseline FY26) by 15% by Dec 31, 2029.	Demonstrate 25% increase in brand awareness (survey baseline FY26) by Dec 31, 2030.

ii. Task 2: Build an annual marketing plan tied to strategic priorities.

a. Responsible: Marketing Team

Year 1	Year 2	Year 3	Year 4	Year 5
Publish an annual marketing plan with 6 campaigns and KPIs by Nov 30, 2026.	Deliver all 6 campaigns and achieve KPI targets in at least 4 by Dec 31, 2027.	Implement campaign attribution tracking for 80% of campaigns by Dec 31, 2028.	Increase qualified leads/membership inquiries by 20% (baseline FY26) by Dec 31, 2029.	Maintain annual campaign performance report presented to leadership by Dec 31, 2030.

B. Strategic Initiative: Build visibility with the public through press releases, advertising, and social media.				
i. Task 1: Establish a proactive PR and media outreach program.				
a. Responsible: Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Create a PR calendar and publish 6 press releases by Dec 31, 2026.	Secure 12 media mentions and 6 speaking/interview opportunities by Dec 31, 2027.	Build a media list of 200 targets and achieve 25 mentions annually by Dec 31, 2028.	Achieve 40 mentions annually and 10 contributed articles/op-eds by Dec 31, 2029.	Demonstrate sustained national visibility with 60 mentions annually by Dec 31, 2030.
ii. Task 2: Grow social media reach and engagement.				
a. Responsible: Marketing Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Publish a social content strategy and increase engagement rate by 10% (baseline FY26) by Dec 31, 2026.	Increase followers by 15% and achieve 1,000 average monthly link clicks by Dec 31, 2027.	Launch 3 paid campaigns and achieve defined ROI metrics by Dec 31, 2028.	Increase video content output to 4/month and achieve 20% engagement lift by Dec 31, 2029.	Maintain a stable content engine with quarterly reporting and year-over-year growth by Dec 31, 2030.

C. Strategic Initiative: Evaluate awards to advance our reputation.				
i. Task 1: Audit current awards and redesign for impact. a. Responsible: Membership Team, CEO				
Year 1	Year 2	Year 3	Year 4	Year 5
Complete an awards inventory and redesign recommendations by Oct 31, 2026.	Launch redesigned awards program and increase nominations by 25% by Dec 31, 2027.	Increase diversity of nominees by 15% (baseline FY26) by Dec 31, 2028.	Secure 5 external promotion partners for awards amplification by Dec 31, 2029.	Demonstrate measurable brand lift tied to awards season (web traffic + media) by Dec 31, 2030.

DOMAIN 5: EXCEPTIONAL EXPERIENCES				
Goal: Align our organizational structure and operations to our purpose and strategic outcomes.				
A. Strategic Initiative: Align committees and councils structurally with the strategic plan.				
i. Task 1: Map current volunteer structure to strategy and identify gaps/overlaps. a. Responsible: CEO				
Year 1	Year 2	Year 3	Year 4	Year 5
Complete a full structure map and gap analysis by Oct 31, 2026.	Propose and approve structural changes with Board (as needed) by Jun 30, 2027.	Implement approved structural changes and update charters for 100% of bodies by Dec 31, 2028.	Achieve 85% volunteer leader satisfaction with clarity of purpose (survey) by Dec 31, 2029.	Demonstrate improved strategy execution metrics tied to governance structure by Dec 31, 2030.

ii. Task 2: Standardize charters, scorecards, and annual work plans. a. Responsible: CEO				
Year 1	Year 2	Year 3	Year 4	Year 5
Create standard templates and apply to 5 councils/committees by Dec 31, 2026.	Apply templates to 100% of councils/committees by Dec 31, 2027.	Implement quarterly scorecard reporting for 80% of bodies by Dec 31, 2028.	Maintain 90% on-time submission of work plans and scorecards by Dec 31, 2029.	Publish annual volunteer outcomes summary aligned to strategic plan by Dec 31, 2030.
B. Strategic Initiative: Evaluate NIGP’s volunteer offerings through competitive analysis.				
i. Task 1: Complete a competitive analysis of volunteer offerings. a. Responsible: Talent Council				
Year 1	Year 2	Year 3	Year 4	Year 5
Benchmark against 4 peer organizations and publish findings by Nov 30, 2026.	Redesign volunteer pathways and launch updated offerings by Sep 30, 2027.	Increase volunteer applicant pool by 15% (baseline FY26) by Dec 31, 2028.	Improve volunteer diversity metrics by 10% (baseline FY26) by Dec 31, 2029.	Maintain volunteer engagement rates (retention) at 75% annually by Dec 31, 2030.
ii. Task 2: Simplify volunteer entry points and communications. a. Responsible: Talent Council				
Year 1	Year 2	Year 3	Year 4	Year 5
Publish a volunteer “menu” and application guide by Dec 15, 2026.	Launch automated volunteer onboarding and completion checklist by Dec 31, 2027.	Reduce volunteer onboarding time to 30 days or less (average) by Dec 31, 2028.	Achieve 75% volunteer satisfaction with onboarding and role clarity by Dec 31, 2029.	Achieve 85% volunteer satisfaction with onboarding and role clarity by Dec 31, 2030.

C. Strategic Initiative: Benchmark member satisfaction to identify improvement priorities.				
i. Task 1: Establish a member satisfaction benchmarking program. a. Responsible: Membership Team				
Year 1	Year 2	Year 3	Year 4	Year 5
Select benchmark methodology and launch baseline member survey by Nov 30, 2026.	Establish 6 core KPIs and set improvement targets by Mar 31, 2027.	Improve 3 priority KPIs by at least 5% over baseline by Dec 31, 2028.	Implement quarterly pulse checks and publish a dashboard for leadership by Dec 31, 2029.	Demonstrate sustained 10% improvement in top 3 KPIs (baseline FY26) by Dec 31, 2030.
D. Strategic Initiative: Align organizational resources to support strategy execution.				
i. Task 1: Integrate the strategic plan into the annual budget and resource allocation process. a. Responsible: CEO, Finance Team, Finance Council				
Year 1	Year 2	Year 3	Year 4	Year 5
Develop and implement a strategy-to-budget alignment framework that explicitly maps proposed budget investments and staffing resources to strategic priorities for FY27 planning, by October 31, 2026.	Require that budget proposals and major resource requests identify the specific strategic initiative(s) they support and the intended outcomes and align at least 80% of budgeted resources to the strategic plan, by December 31, 2027.	Produce and share an annual strategic resource alignment summary for leadership that demonstrates how financial and staffing resources were allocated across strategic priorities, by December 31, 2028.	Use budget to identify, reduce, or reallocate spending that does not clearly support strategic priorities, targeting a 10% reduction in off-strategy spending (baseline FY26), by December 31, 2029.	Institutionalize an annual strategy-driven budgeting process that documents resource trade-offs, investment decisions, and outcomes, and uses this information to inform future strategic and financial planning, by December 31, 2030.

ii. Task 2: Create an execution cadence (scorecards + quarterly reviews).				
Year 1	Year 2	Year 3	Year 4	Year 5
Launch quarterly strategy execution reviews with Management Team starting Q3 2026.	Implement scorecards for 100% of strategic initiatives by Dec 31, 2027.	Achieve 85% on-time completion of annual strategic deliverables by Dec 31, 2028.	Improve cross-functional execution satisfaction to 4.2/5 (internal survey) by Dec 31, 2029.	Deliver a 5-year strategy outcomes report aligned to KPIs by Dec 31, 2030.