

# Institute<sup>of</sup> Association Leadership

Our mission

Advancing excellence in association leadership  
through professional development  
and global community support.



Facilitated by Elisa Pratt, CAE



2021-24 STRATEGIC PLAN

# Elevate Association Leaders

Over the next three years, the primary objectives of the IAL are to develop the association leaders of today *and* tomorrow, and to fortify and expand organisational outreach.



## COMMITMENT & PROCESS

Since its reemergence, the Institute of Association Leadership (IAL) has worked to advance its mission. Refocused on the elevation of association leaders, the IAL is committed to helping them to be the professionals capable of advancing society. In that pursuit, the IAL Board of Directors undertook a deliberate and collaborative process to create its 2021-24 Strategic Plan. With diverse stakeholder and staff input, the Board conducted an organisational analysis, spent time brainstorming future scenarios, and ultimately agreed strategic goals and deadlines. Together, and with the new Strategic

Plan as a foundation, the IAL and its partners can increase service to and support of the professionals who lead and aspire to lead associations around the world.

Our planning process was intentionally inclusive and reflective of the priorities of current and future members. Our research and the Strategic Plan's framework was developed through collaboration and informed by the Board's commitment to foresight and anticipating opportunities to positively impact the sector over the next three years. These opportunities then became the basis upon which to identify key priorities for incorporation into the Strategic Plan.

Over the course of four professionally facilitated sessions, the Strategic Plan went through further iteration and refinement. With a mind for both the aspirational and yet achievable, the resulting **Goals** and **Objectives** represent the backbone of the IAL's strategic direction and the transformative vision of what this organisation can achieve.

Built upon a new guiding **Mission** and **Core Values**, the IAL has established four **Strategic Goals**. It is these goals and the objectives contained therein that the IAL will work to further in the three years to 2024.

## STRATEGIC GOALS

Realistic about both resources and capacity, the Board chose to focus its efforts. Additional details relating to operations, the delegation of responsibilities, and deadlines will be managed by the executive team, with oversight of the IAL Board. The 2021-24 Strategic Plan represents a commitment to not only member service and value, but a tangible investment in operational success and membership expansion.

The IAL Board would like to acknowledge the ongoing support of the membership and industry partners. Directors would also like to thank the teams at Consort Strategy and Brewer Pratt Solutions for their commitment to the IAL and our wider community.



## IAL CORE VALUES



Community Professionalism



Inclusivity

Development

# Strategic Goals & Objectives



## 1. Professional Excellence

This significant and yet timely endeavor will include a multitude of steps, but will provide educational resources, create new standards, and bring value to members through an ongoing commitment to the elevation and professionalisation of association executives.

Develop Competency Frameworks

Evolve Industry Education

Aspire to Accredited Certification

Map the CEO Development Journey

## 2. Professional Advancement

Through its commitment to expand the potential of every association executive, the IAL will enrich connections, connectivity and collaboration across the sector. By increasing opportunities for networking and collective learning, the IAL will prioritise the human experience.

Diversify Online Engagement

Innovative Mentoring Scheme

Target Custom Training

Define Blue Sky Opportunities

## 3. Operational Excellence

In this initial stage of reestablishment, the IAL must also prioritise internal and organisational needs. In order to both deliver best-in-class member service and ensure financial stability, the IAL must demonstrate innovation and leadership in its operational practice.

Fortify Internal Governance

Formalise Operating Procedures

Develop a Board Succession Plan

Work Towards Financial Sustainability

## 4. Global Growth

While focused on education and professional development, the IAL must pursue its mission globally. The digitalisation of the member experience will allow the IAL greater reach, increasing the value of its network and diversifying both resources and perspectives.

Develop a Robust MarComms Plan

Increase Brand Awareness

Evolve Member Value Proposition

Extend Global Outreach