

2017–2022

# Strategic Plan

Approved July 2017

active  
minds



Changing the conversation  
about mental health

# 2022 Vision



**A**ctive Minds starts with young people, ages 14–25. Our innovative approach is to empower, educate, and activate students so they can build mental health awareness among their peers, encourage help-seeking, and prevent suicides.

We are on a mission to save lives and build strong families and communities. Our approach, unique to Active Minds, is one that research shows works. Knowing we can make change happen is what drives the ambitiousness of our plans.

In the next five years, we intend to double our reach to tens of thousands more students and 1,000 total campuses.

We invite you to join us.

# Strategic Objectives

Summary of our 2022 plan's major objectives

1

## Broaden and deepen programmatic impact

- Establish and fully leverage strategic partnerships to expand reach and impact
- Quantify Active Minds' effectiveness
- Influence campus policies to better support student well-being
- Build communities of change through Active Minds virtual chapters and memberships
- Target young people on either side of higher education, including high school and young professional life

2

## Maximize and increase funding sources

- Launch a Leadership Circle major gifts program to increase individual donations, endowments, and planned giving
- Develop a 15th Anniversary fundraising strategy, including securing corporate support
- Target chapter members' and supporters' networks to increase chapter revenue and individual donations
- Significantly grow program-based revenue
- Launch an alumni program to engage alumni as donors and champions

3

## Strengthen leadership bodies

- Evaluate and shape the effectiveness of the organization's Board of Directors
- Strengthen the leadership of the organization's executives and key senior management staff
- Strengthen, engage, and fully leverage the expertise and visibility of the National Advisory Committee and Student Advisory Committee

4

## Exponentially increase Active Minds' national brand recognition

- Refresh and boost brand identity for Active Minds and its signature activities
- Develop a brand ambassador program to engage celebrities and other influencers
- Develop a media relations program to increase Active Minds' visibility among the general public
- Implement a major national campaign to increase public awareness of Active Minds and its mission
- Significantly grow and enhance the organization's contact list

5

## Increase Active Minds' influence on legislative issues related to mental health, suicide, and behavioral health

- On hold pending adequate resources



STRATEGIC OBJECTIVE

## Broaden and deepen programmatic impact



### INITIATIVES

#### Establish and Fully Leverage Strategic Partnerships to Expand Reach and Impact | YEARS 1–5\*

- Establish strategic and revenue-generating partnerships around prominent student identities including but not limited to students of color, athletes, Greek life, and veterans.
  - Create customized and turnkey offerings for strategic program partners.
- Disseminate unique or co-branded programming that can be used by individual students directly (e.g. mobile app) or can be coordinated by students, staff, or administrators at schools where there is not an Active Minds chapter (e.g. awareness campaigns, Speakers Bureau presentations, Send Silence Packing).

#### Quantify Active Minds' Effectiveness | YEARS 1–2

- Engage with a third-party evaluator to measure Active Minds' impact on how students think and act about their own mental health struggles and those of their peers.

#### Influence Campus Policies to Better Support Student Well-Being | YEARS 2–3

- Expand and strengthen Active Minds campus chapters, through enhanced student mobilization and leadership training.

- Assess and expand the Transform Your Campus advocacy campaign offerings to encourage student-driven change; motivate and celebrate safe and healthy schools through the Active Minds Healthy Campus Award.
  - Author and disseminate recommendations on policy best-practices for schools.

#### Build Communities of Change Through Active Minds Virtual Chapters and Memberships | YEARS 3–4

- Formalize a way for people of all ages and communities to become members of Active Minds and aid in Active Minds' mission.

#### Target Young People on Either Side of Higher Education, Including High School and Young Professional Life | YEARS 4–5

- Create resources for young adults in high school and their gatekeepers (e.g., parents, guardians, guidance counselors, coaches, etc).
- Create resources for young professionals in the workplace, and their employers.
- Make final determination on Active Minds' proactive presence in high schools and internationally, for the next five-year (2022–2027) planning period.

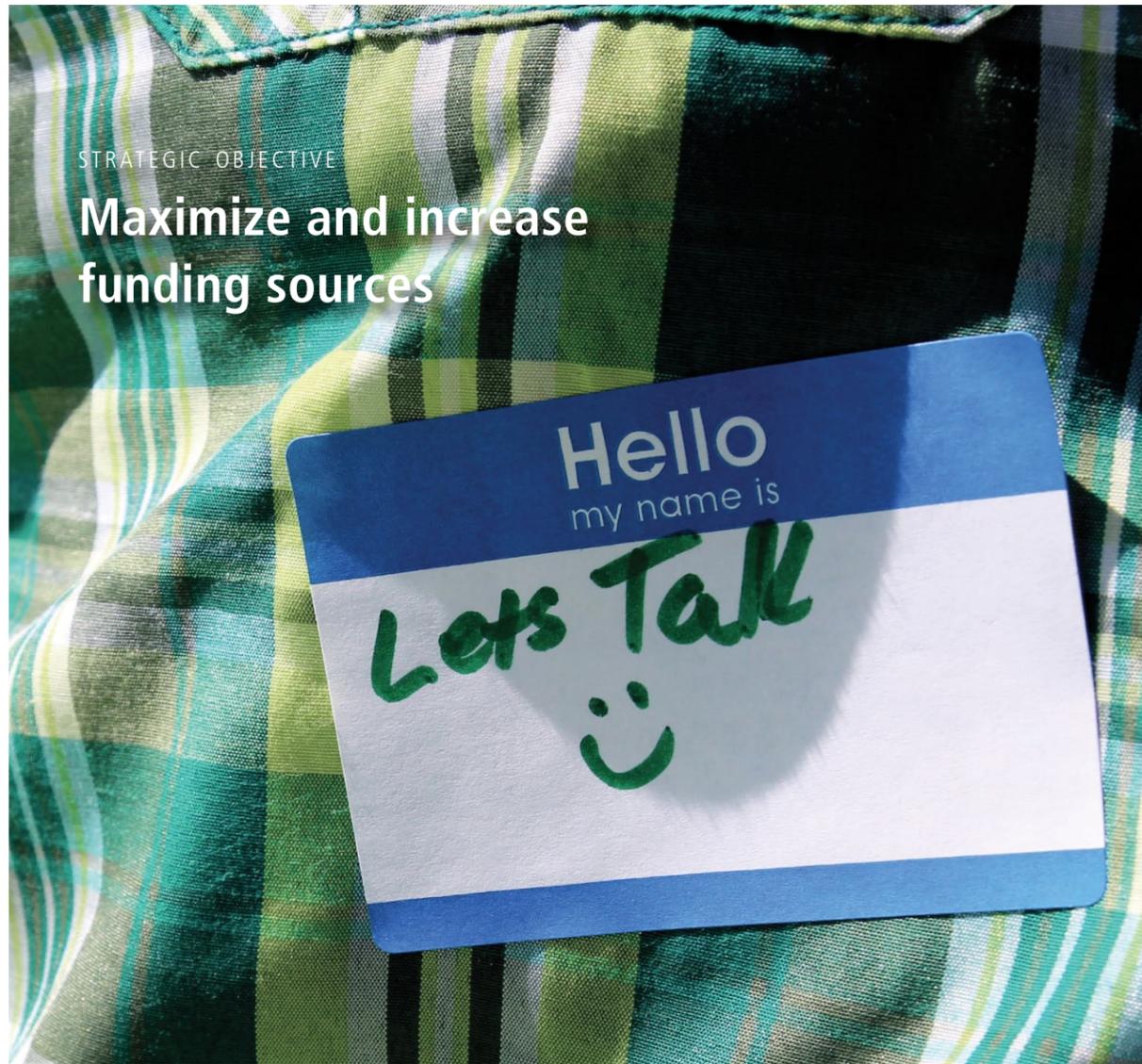
\*Years indicated are priority years, but work will continue in other years.

### SUCCESS MEASURES

1. Meaningful presence on 1,000 U.S. college and high school campuses, via campus chapters, programming, and campus policy advocacy (vs. current approximately 600 campuses).
2. Partnerships with at least six national or regional organizations focused on athletes, Greek life, veterans, men, and/or people of color, and related program activity on at least 25 program sites per partnership.
3. Notable impact on campus policies, i.e. the inclusion of Active Minds programs or recommendations in university strategic planning, intentional integration of Healthy Campus Award best practices in campus policies, or the implementation of Transform Your Campus campaigns for at least 200 schools.
4. Published evaluation results on the effectiveness of Active Minds and its programming.

STRATEGIC OBJECTIVE

## Maximize and increase funding sources



### Annual financial success measures

Revenues Growth Chart

	FY17/18 – FY21/22					
	Starting (FY16/17)	Year 1 FY17/18	Year 2 FY18/19	Year 3 FY19/20	Year 4 FY20/21	Year 5 FY21/22
<b>Individual Donors*</b>	194,400	265,000	350,000	500,000	640,000	700,000
<b>Major Gifts</b>	123,880	200,000	275,000	400,000	500,000	725,000
<b>Special Events</b>	257,090	275,000	400,000	400,000	450,000	500,000
<b>Alumni Giving</b>	0	0	0	5,000	25,000	50,000
<b>Corporate Partnerships</b>	88,000	150,000	250,000	250,000	400,000	400,000
<b>Program Services</b>	500,000	550,000	650,000	750,000	875,000	875,000
<b>Foundation Grants</b>	348,000	400,000	400,000	400,000	400,000	400,000
<b>Government Contracts</b>	400,000	350,000	350,000	350,000	350,000	350,000
<b>TOTAL</b>	<b>\$1,911,370</b>	<b>\$2,190,000</b>	<b>\$2,675,000</b>	<b>\$3,005,000</b>	<b>\$3,640,000</b>	<b>\$4,000,000</b>

\*Including chapter fundraising

### INITIATIVES

#### Launch a Leadership Circle Major Gifts Program to Increase Individual Donations, Endowments, and Planned Giving | YEAR 1\*

- Develop a portfolio of major gift donors via the Board of Directors, individuals in the existing Active Minds network, major donations to special events, and new prospects.
- Launch and manage program, which includes investment opportunities and promotional materials, engaging major donors in the organization year round.

#### Develop a 15th Anniversary Fundraising Strategy | YEARS 1–2

- Expand host committees for existing Casino Night special events.
- Attract and cultivate corporate partners and increase major investments in honor of anniversary.

#### Target Chapter Members' and Supporters' Networks to Increase Chapter Revenue and Individual Donations | YEARS 1–2

- Segment and create targeted fundraising messaging for existing donors.
  - Track demographic information of our audiences and engage donors by segment in order to personalize messages to them and maximize donations.
  - Engage non-donor audience in order to convert them to first-time donors.

- Increase peer-to-peer fundraising.
  - Provide and market user-friendly digital tools for chapter members, volunteers, and the general public to fundraise for virtual (memorial, birthday and holiday donations) and in-person (benefit runs and walks) events.
  - Introduce grassroots product sales (The World Needs You Here bracelets).

#### Significantly Grow Program-based Revenue | YEARS 2–3

- Grow, market and adapt Send Silence Packing® to include additional program offerings (virtual display, sponsor a backpack) and monetization opportunities.
- Expand offerings through the Active Minds Speakers Bureau including facilitated workshops and corporate engagements.
- Secure corporate and/or foundation support for at least three of the organization's signature programs.

#### Launch an Alumni Program to Engage Alumni as Donors and Champions | YEARS 3–5

- Build a portfolio of Active Minds alumni using existing contact information, LinkedIn, and other social media and research tactics.
- Develop community, mentorship, social, networking and fundraising opportunities to engage Active Minds alumni as donors and champions.

\*Years indicated are priority years, but work will continue in other years.

### SUCCESS MEASURES

1. Total annual budget of \$4M+ with a minimum 5% year-over-year growth to support programmatic expansion.
2. Register at least 10,000 alumni in the Active Minds alumni network by 2022.

See "Annual Financial Success Measures" chart on the opposite page.

## Strengthen leadership bodies



### INITIATIVES

#### Evaluate and Shape the Effectiveness of the Organization's Board of Directors | YEAR 1\*

- Membership and recruitment
  - Assess the optimal membership cap and desired attributes of Board Members.
  - Create an organizational briefing for new Directors.
  - Assess the need for a Directors' Report Card/360 Review.
- Review the Directors' Goals Statement for recommended modifications.
  - Determine recommendations around a Board Member give/get policy.
- Leadership
  - Assess necessity of implementing parameters around chair leadership.
  - Evaluate current board committees and determine if any changes should be made.

#### Strengthen the Leadership of the Organization's Executives and Key Senior Management Staff

| YEARS 1–2

- Hire a Chief Operating Officer.
- Strengthen the senior leadership of the Development Department to most successfully harness the organization's fundraising opportunities.

#### Strengthen, Engage, and Fully Leverage the Expertise and Visibility of the National Advisory Committee and Student Advisory Committee

| YEARS 2–3

- Assess membership, including selection process, of Advisory Committees.
- Determine current use of the Advisory Committees and proposed additional uses.
- Engage Advisory Committee members in content development, programming, and fundraising.

\*Years indicated are priority years, but work will continue in other years

### SUCCESS MEASURES

1. Approved bylaws reflecting an updated Board membership cap, if necessary.
2. An annually-updated Active Minds briefing for Directors, for education, recruitment, and onboarding purposes.
3. A revised Board Goals statement with give/get policy, if appropriate.
4. Meaningful engagement of National Advisory Committee and Student Advisory Committee around programming and fundraising initiatives.
5. Presence of a seasoned Chief Operating Officer, tasked with staffing and operational plans for the next one, three, and five years.

# 4

STRATEGIC OBJECTIVE

## Exponentially increase Active Minds' national brand recognition



### INITIATIVES

#### Refresh and Boost Brand Identity for Active Minds and Its Signature Activities | YEAR 1\*

- Update Active Minds' logo and branding to enhance the organization's prestige and visibility among the general public, partners, donors, and others.
- Develop branding guidelines and templates for each of Active Minds' major activities in order to strengthen the organization's public identity through consistency and to reduce overall brand confusion.
- Engage in a digital advertising strategy (SEO, Facebook ads, Google AdWords, re-targeting) to increase leads for revenue-generating projects, improve search engine rankings, acquire emails, and increase the reach of our organic social media work.

#### Develop a Brand Ambassador Program to Engage Celebrities and Other Influencers | YEAR 2

- Formalize a Mental Health Ambassador program for engaging with high-profile celebrities who can further our awareness, mission, and fundraising goals.
  - Including in-person and digital endorsements, one-time engagement (show, concert) and long-term (ambassadorship).
- Create a brand ambassador program for lesser known celebrities and individuals with high levels of influence within their own spheres.

#### Develop a Media Relations Program to Increase Active Minds' Visibility Among the General Public | YEAR 3

- Position Active Minds and our Executive Director as thought leaders in mental health.
- Solidify an in-house or advisory content expert to position Active Minds as an authoritative source for quotes and interviews.
- Pursue and manage TV and print media coverage for major programs, including Send Silence Packing exhibits and the Healthy Campus Award.

#### Implement a Major National Campaign to Increase Public Awareness of Active Minds and Its Mission | YEARS 3-5

- Launch major national campaign via web, social media, print, and/or television media with a trademarked, universal theme (i.e. The World Needs You Here).

#### Significantly Grow and Enhance the Organization's Contact List | YEARS 2-3

- Capture opt-in contact information of program attendees, including at Send Silence Packing, Speakers Bureau, and on-campus events.
- Create paths for individuals to engage with Active Minds outside of in-person events—pledge signing, purchasing, sharing stories, downloading white papers, social media conversion.

\*Years indicated are priority years, but work will continue in other years.

### SUCCESS MEASURES

1. Secure at least four celebrity Mental Health Ambassadors and five lesser-known influencers.
2. Presence on Google page 1 for major relevant search terms.
3. At least 25 major print, tv, or online media appearances/year.
4. Successful launch of national media campaign with reach in the millions.
5. The ability to push communication via email, text, snail mail, app, or other relevant communication tool to 500,000 people (vs. current 30,000).

# 4

5

STRATEGIC OBJECTIVE

# Increase Active Minds' influence on legislative issues related to mental health, suicide, and behavioral health



## 15 years of IMPACT

### Dedicated to saving lives

Active Minds is the nation's premier nonprofit organization supporting mental health awareness and education for students. Through award-winning programs and services, Active Minds is empowering a new generation to change the conversation about mental health.

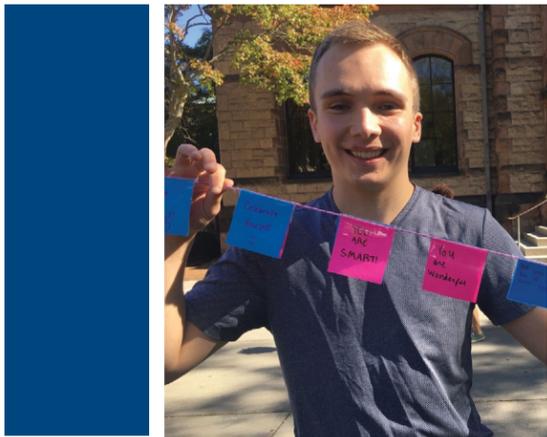
The Active Minds movement is powered by a vibrant network of campus chapters. More than 15,000 students at more than 400 colleges, universities, and high schools nationwide join Active Minds each year to promote mental health among their peers.

Founded in 2003 by Alison Malmon, then 21-years-old, after the tragic suicide of her only brother Brian, Active Minds has since grown into the country's largest mental health organization working directly with teens and young adults.

### Building for the future

Over the past 15 years, we've learned that empowering students is the most effective way to end the silence surrounding mental health, create communities of support, and ultimately save lives.

As we look to the future, a strong endowment and a robust strategic fund are essential for Active Minds to maintain and build on this vital work. Your support of Active Minds is an investment in the stewardship of what is truly beyond price: the health and limitless potential of our next generation of young people.



### WAYS TO GIVE

Won't you invest in the mission and ongoing excellence of Active Minds? Options for giving include donations, estate and planned gifts, stocks and IRAs, and corporate gifts and sponsorships.

To discuss ways to give, please contact—

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