

2017–2022

Strategic Plan



Changing the conversation
about mental health

EXECUTIVE SUMMARY

2022 Vision



Active Minds has ambitious plans to get America talking openly about mental health. We start with young people, ages 14-25, who - through our unique and research-proven approach - are leading this change in our culture.

Through our work, we are rapidly creating the society we envision: one where we are comfortable discussing our struggles, helping family and friends with theirs, and seeking care as soon as we need it, without shame or judgement.

By 2022, we intend to double the reach of our data-backed programs to 1,000 campuses and communities, engage new partners in this mission, inspire long-term policy change, and deepen our impact on the young adults we mobilize and the communities we serve.

It's a mission to save lives and build strong families, schools, and communities. 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 on college students.
- Influence campus policies to best support student well-being.
- Widen reach to young adults throughout high-risk ages 14-25, extending off campus to high schools and young professional life.
- Quantify Active Minds' effectiveness.
- Share widely Active Minds' thought leadership in the field of campus mental health.

2

Vitalize Stakeholder Relationships through Impact-Focused Fundraising and Strengthened Diverse Leadership Bodies

- Ensure every donor feels seen for their contributions, and inspired to continue their support.
- Widen the diversity of our funding sources, including corporate partners, individual peer networks, and greater program-based revenue.
- Expand, strengthen, and ensure diversity of organizational leadership, including an effective Board of Directors, capable organizational executives, and key senior management staff.
- Engage and build on the National and Student Advisory Committees.

3

Expand Arena for Change by Exponentially Increasing National Brand Recognition

- Refresh and boost brand identity for Active Minds and its signature activities.
- Engage Brand Ambassadors, including celebrities, influencers, and passionate public advocates.
- Develop media relations program to increase Active Minds' visibility among general public.
- Implement major impactful national mental health campaigns that correspondingly bring public awareness of Active Minds and our mission.
- Strengthen post-engagement connections with program consumers and mission participants.

4

Increase Active Minds' Influence on Legislative Issues Related to Mental Health, Suicide and Behavioral Health

- On hold pending adequate resources.

active minds



1

STRATEGIC OBJECTIVE

Broaden & Deepen Programmatic Impact



INITIATIVES

Establish and Fully Leverage Strategic Partnerships to Expand Reach and Impact on College Students

• YEARS 1-5

- Establish strategic partnerships around prominent student identities, including but not limited to: young people 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, by campus partners, or that can be coordinated by students or administrators at schools where there is not an Active Minds chapter present (e.g. awareness campaigns, Active Minds Speakers presentations, Send Silence Packing® displays).

Influence Campus Policies to Best Support Student Well-Being • YEARS 2-5

- Expand and strengthen Active Minds' campus chapters, through enhanced student mobilization and leadership training.
- Assess and expand the Transform Your Campus campaign offerings to encourage student-driven change; motivate and celebrate safe and healthy schools through the Active Minds Healthy Campus Award.

Widen Reach to Young Adults Throughout High-Risk Ages 14-25, Extending Off Campus to High Schools 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.
- Create focus on health inequities faced by black, indigenous, and people of color (BIPOC), with eye toward expanded expertise and program offerings, and equitable access to Active Minds programs.

Quantify Active Minds' Effectiveness • YEARS 1-5

- Engage with a third-party evaluator to measure Active Minds' impact on how young adults think and act related to their own mental health struggles and those of their peers.
- Engage with a third-party evaluator to measure the impact of an Active Minds signature program.

Share Widely Active Minds' Thought Leadership in the Field of Campus Mental Health • YEARS 3-5

- Influence campus mental health through evidence-based recommendations derived from data out of Active Minds' Healthy Campus Award key findings.
- Establish the Active Minds National Conference as a unique and valuable opportunity to connect with partners and audiences both inside and outside of the campus audience.
- Amplify the campus mental health expertise of the Active Minds team.

SUCCESS MEASURES

1. Meaningful presence in 1,000 campuses and communities, via campus chapters, significant partner engagement, and through programming and policy advocacy (growing from 600 campuses and communities in 2017).
2. Partnerships with at least six national or regional organizations focused on athletes, Greek life, veterans, men, and/or people of color, with related program activity on at least 25 campus or program sites per partnership.
3. Notable impact on campus policies, i.e. inclusion of Active Minds recommendations in strategic planning, integration of Healthy Campus Award best practices, or implementation of Transform Your Campus campaigns for at least 200 schools.
4. Establishment of the Active Minds @Work program as a robust and responsive support for the workplace.
5. Published evaluation results on the effectiveness of Active Minds and its programming.

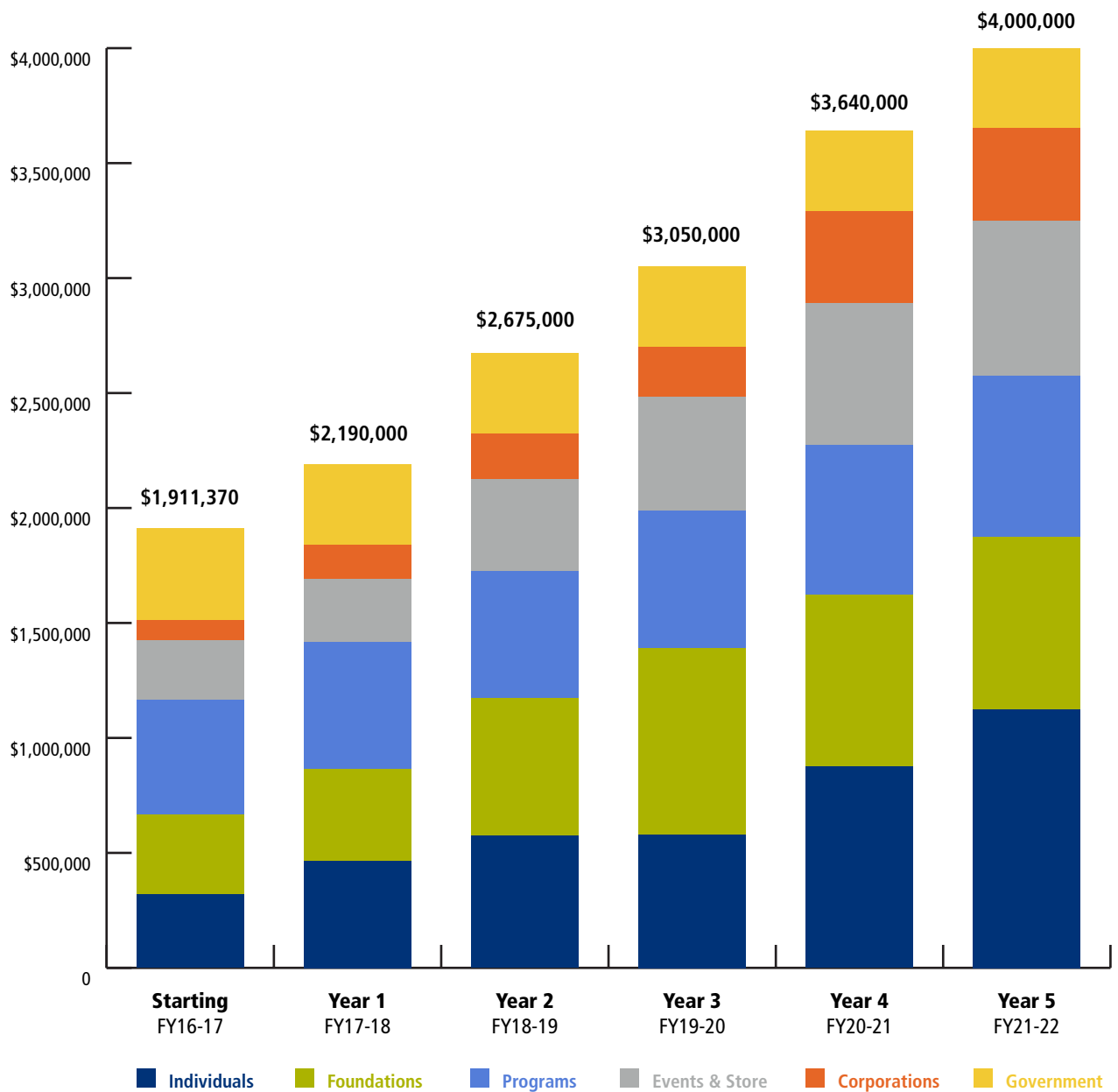
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STRATEGIC OBJECTIVE

Vitalize Stakeholder Relationships through Impact-Focused Fundraising and Strengthened Diverse Leadership Bodies

Annual Financial Success Measures

Revenues Growth Chart



INITIATIVES

Ensure Every Donor Feels Seen for Their Contributions, and Inspired to Continue Their Support • YEARS 2-5

- Implement a sophisticated donor management process, enabling unique and personalized messages that represent the donors' specific relationship with Active Minds (i.e. alumni, survivor family/friend, event participant, major contributor, recurring contributor, etc.).
- Create unique moments to celebrate organizational milestones, launch of key programs, and to bring in new friends through annual fundraising events.

Widen the Diversity of Our Funding Sources, Including Corporate Partners, Individual Peer Networks, and Program-Based Revenue • YEARS 3-5

- Launch an Active Minds Week centered equally on raising awareness of mental health and raising funds to support our programs making meaningful change.
- Grow, market, and adapt Send Silence Packing® and Active Minds Speakers programs and associated offerings to be impactful for a wider consumer audience (virtual display, facilitated workshops, and corporate engagements).
- Create opportunities for corporate and/or foundation support for Active Minds' signature programs, and secure from related partners the financial capacity to launch one new impactful program annually.
- Build a portfolio of Active Minds alumni, and strengthen their ongoing roles as mental health advocates, donors, and champions.

Expand, Strengthen, and Ensure Diversity of Organizational Leadership, Including an Effective Board of Directors, Capable Organizational Executives, and Key Senior Management Staff • YEARS 1-4

- Evaluate and shape the effectiveness of the Board of Directors, including through assessment of membership and recruitment, review of the Director's Goals Statement, and evaluation of Board leadership and structure.
- Strengthen the leadership of the organization's executives and key senior management staff.
- Define and implement diversity, equity, and inclusion (DEI) strategies for staff, volunteers, and programming.
- Apply diverse and inclusive hiring policies when considering staff and volunteer positions, including and especially Active Minds Board Members and senior management, as well as public volunteer roles such as Advisory Committees, Active Minds Speakers, and Ambassadors.

Engage and Build on the National and Student Advisory Committees • YEARS 3-4

- Assess membership, including selection process, of Advisory Committees and evaluate against desired purpose and use of members to forward a change in mental health culture.
- Engage Advisory Committee members in content development, programming, and fundraising.

SUCCESS MEASURES

1. Total annual budget of \$4M+ with a minimum 5% ensuing year-over-year growth to support programmatic expansion (see *graph on page 8*).
2. Engage four corporate cause partners, two or more signature program funders, and a minimum of twelve major donor circle members annually.
3. Revised Board Goals, Bylaws, and annually updated organizational briefings approved and enacted.
4. Presence of a seasoned Chief Operating Officer, tasked with staffing and operational plans for the next one, three, and five years.
5. Public, transparent DEI strategies published, reviewed annually.
6. Meaningful engagement of National Advisory Committee and Student Advisory Committee around programming and fundraising initiatives.

3

STRATEGIC OBJECTIVE

Expand Arena for Change by Exponentially Increasing National Brand Recognition



INITIATIVES

Refresh and Boost Brand Identity for Active Minds and Its Signature Activities • YEARS 1-4

- 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; to improve search engine rankings; to acquire emails; and to increase the reach of our organic social media work.

Engage Brand Ambassadors, Including Celebrities, Influencers, and Passionate Public Advocates

• YEARS 1-4

- 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.
- Revitalize and grow the Active Minds Amplifier program, open to all interested and committed parties (alumni, volunteers, partners orgs, etc.).

Develop Media Relations Program to Increase Active Minds' Visibility Among General Public • YEARS 3-5

- Position Active Minds, Executive Director, and Chief Program Officer as thought leaders in mental health, supported with expert content/white papers for reference; position Active Minds as an authoritative source for quotes and interviews.
- Execute PR strategy to obtain and manage TV and print media coverage for major programs, including Send Silence Packing exhibits and the Healthy Campus Award.
- Utilize annual new project/content to establish Active Minds as a trendsetting, tool/resource focused culture changing organization.

Implement Major Impactful National Mental Health Campaigns That Correspondingly Bring Public Awareness of Active Minds and Our Mission • YEAR 5

- Multi-platform media campaign that measurably increases public awareness of Active Minds and its mission with reach of at least 1M young adults, parents, schools, and donors.

Establish Better Connections with Program Consumers and Mission Engagers • YEARS 4-5

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

SUCCESS MEASURES

1. Active online users increased by 15% year-over-year.
2. At least four celebrity Mental Health Ambassadors secured, and an additional five influencers recruited as brand ambassadors.
3. At least 25 major print, tv, or online media appearances earned each year.
4. National media campaign launched with reach in the millions.
5. Mechanisms created that encourage second "interaction" with Active Minds converting a minimum of 10% of program consumers and mission engagers.

4

STRATEGIC OBJECTIVE

Increase Active Minds' Influence on Legislative Issues Related to Mental Health, Suicide and Behavioral Health

On hold pending adequate resources



DEDICATED TO SAVING LIVES

Active Minds is the nation's leading nonprofit organization changing the conversation about mental health. Powered by a network on more than 800 campuses, in workplaces and communities, and through a vast public audience, Active Minds is creating communities of support and saving lives.

1 in 4 people has a diagnosable mental health disorder at any given time. 75% of mental health issues begin by age 24, and more than 800,000 people globally die by suicide every year.

Backed by data from RAND Corporation, Active Minds' model is proven to improve attitudes about mental health and increase help-seeking behaviors. Active Minds reaches people where they are – at work, at home, on campus, and in their communities.

BUILDING FOR THE FUTURE

Since our founding in 2003 following the tragic suicide of founder Alison Malmon's older brother, Brian, Active Minds has grown into the country's largest mental health organization working directly with young adults.

Since that time we've learned that empowering the next generation with both knowledge and tools for action 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.

WAY TO GIVE

You can 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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