



Strategic Plan

May 2023- April 2027

Contents

About Canadian Council for Advancement of Education (CCAE)	2
About CCAE	2
Vision	2
Mission.....	2
Guiding Principles	2
Message from the Chair and President/CEO	3
Executive Summary	4
CCAE May 2023 - April 2027 Strategic Focus Areas	4
Acknowledgements and Commitments to Diversity, Equity, Inclusion, and Belonging	5
Strategy 1: Elevate the Profession	6
Strategy 2: Inspired & Engaged Community	6
Strategy 3: Strategic Alliances.....	7
Strategy 4: Generative Growth	7

About Canadian Council for Advancement of Education (CCAE)

About CCAE

For 30 years, CCAE has been the leading national organization committed to providing exemplary programs and services that support advancement at educational institutions, and advancement professionals who work within them, to fulfill their aspirations.

Advancement areas are integral to the development of innovative ideas and cultivating relationships across the education sector. Advancement Professionals include those who work in areas such as alumni relations, communications, marketing, fundraising & development, enrolment, public relations, and government relations.

CCAE is a non-profit organization that is staff-led and supported by deeply engaged volunteers.

Vision

An inspired and connected community of professionals working to advance education in Canada.

Mission

Strengthening the capacity and amplifying the impact of educational advancement in Canada.

Guiding Principles

As a catalyst for professional learning and a cultivator of connections across the educational advancement sector in Canada, CCAE is guided by principles that inform all, and are woven throughout, activities and initiatives. CCAE is dedicated to curating and delivering exemplary programs, resources, and services that are:

- Inclusive, respectful, and representative of a diversity of experiences, languages (French and English), perspectives, interests, and identities.
- Excellent and create value for advancement professionals, partners and sponsors.
- Innovative, relevant, and data informed.
- Collaborative, engaged, and responsive to the sector.
- Guided by best practices in sustainability and environmental protection.

CCAE understands its role as a Canadian not-for-profit organization and is committed to transparency in its, governance, ethics, communication practices and social impact reporting. CCAE aims to meet or exceed all legal and fiduciary requirements governing not-for-profit organizations, in ways that are visible to stakeholders.

Message from the Chair and President/CEO

In 2023, the Canadian Council for Advancement of Education (CCAE) celebrates 30 years of strengthening the capacity and expanding the reach and impact of the educational advancement profession in Canada. CCAE serves a growing membership of 145 member institutions, representing more than 4,500 educational advancement professionals from coast to coast to coast.

In April of 2020 the CCAE Board of Directors approved a new strategic plan just as the world entered uncharted territory as a result of the COVID-19 pandemic. As a trusted national leader, CCAE supported members during these turbulent times by doing what it does best- convening opportunities to learn, share, and curate the most relevant information for Canadian advancement professionals to support them during a time of great change and uncertainty.

The pandemic affected how we connect, learn, gather, and give. It brought new challenges, but also new opportunities driven by technology and new habits. In the Fall of 2022, the CCAE Board of Directors decided to reach out to members, non-members, and national partners from across the country to learn how they were emerging from the pandemic and what they needed from CCAE to help them thrive. Board members heard that CCAE remains well regarded, is uniquely positioned to serve as a catalyst for professional learning and to cultivate connections across the educational advancement sector in Canada. We also heard a desire for CCAE to continue to nurture partnerships with complementary and values-driven national and global organizations to provide innovative research and learning opportunities, and deepen the overall commitment to practices of diversity, equity, and inclusion.

CCAE has emerged from this process with a refreshed strategic plan that is both aspirational and grounded in the organization's vision, mission, guiding principles, and the overall commitment to its members. As Board Chair and President/CEO, we appreciate the engagement of the individuals who took the time to participate and share their knowledge, experience, and ideas throughout this process. CCAE is energized by these strategic objectives and how they will guide the work of strengthening leadership and building the capacity of advancement professionals and communities across Canada over the next four years and beyond.



Julie Davis, Chair of the CCAE Board
Vice President External Relations and Development
Trent University



Mark Hazlett, President & CEO

Executive Summary

Following a reflective planning process, the board of directors of the Canadian Council for the Advancement of Education (CCAIE) has developed a strategic plan that articulates CCAIE's goals for the next four years (2023-2027).

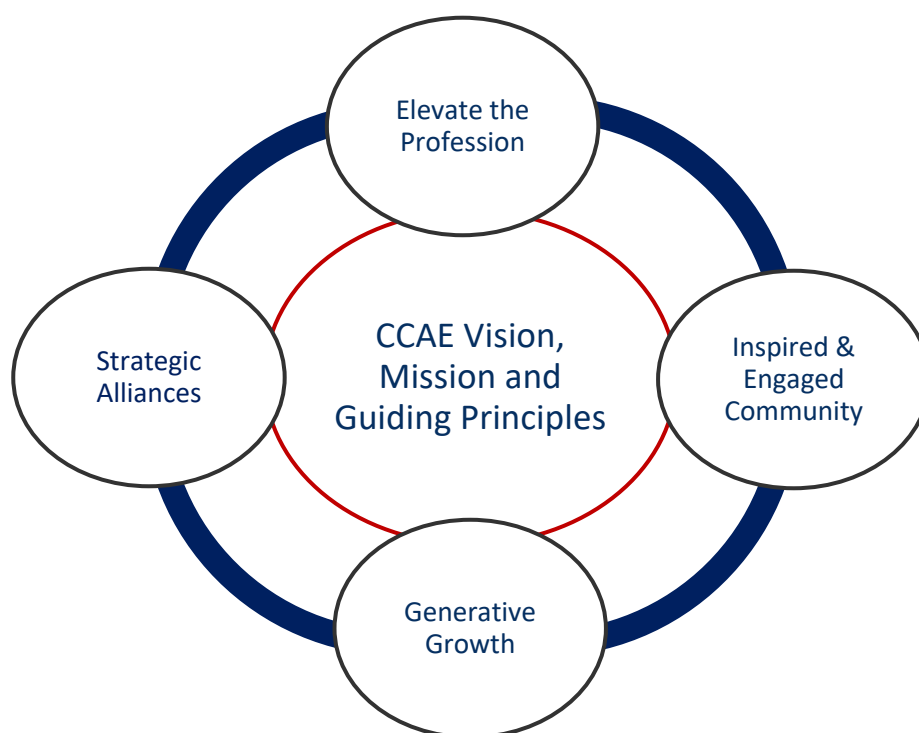
Driven by the mission, vision, and guiding principles, CCAIE has established four areas of strategic focus. These strategies are designed to be broad so that CCAIE can respond with agility to changes in the advancement sector. The four areas of strategic focus support CCAIE's core functions, align resources and structures, and help guide decision-making as CCAIE continues to implement evidence-based initiatives. Using these strategic objectives, CCAIE will create annual operational plans that identify clear tactics, measurements, roles, and responsibilities.

Areas of strategic focus:

1. Elevate the Profession
2. Inspired & Engaged Community
3. Strategic Alliances
4. Generative Growth

This strategic plan is an aspirational document that outlines a path forward. These strategic focus areas are ambitious, responsive to member feedback and the needs of the sector, and success will require organizational growth and community-wide support. CCAIE is excited for this next chapter of the story.

CCAIE May 2023- April 2027 Strategic Focus Areas



Acknowledgements and Commitments to Diversity, Equity, Inclusion, and Belonging (DEIB), Anti Racism (AR) and Truth and Reconciliation

As CCAE continues to listen to, and learn from, advancement professionals across Canada, it is clear that there is a desire for CCAE to reflect on its roles and responsibilities towards integrating principles, policies, and practices of Diversity, Equity, Inclusion, and Belonging (DEIB) and deepen the organization's commitment to Anti-Racism (AR) and advancing the Calls to Action outlined in the Truth and Reconciliation Commission of Canada (TRC) report.

CCAIE acknowledges the harm and suffering of First Nations, Inuit, Metis, and Indigenous Peoples and Nations under colonial and post-colonial policies and practices, especially as they relate to residential schools and the education system. We acknowledge the impact that intergenerational trauma continues to have on Indigenous peoples and communities, and the pervasiveness of ongoing systemic inequities.

CCAIE acknowledges the Universal Declaration of Human Rights (UDHR), whereby human rights are universal – to be intrinsic to all people, no matter who they are, their background, race, gender, cultural, religious practices, and/or their place of origin and habitat. Further CCAIE also acknowledges the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), whereby Indigenous peoples and individuals are free and equal to all other peoples and are free from any kind of discrimination, in the exercise of their rights, in particular that based on their indigenous origin or identity.

As a national organization leading conversations and practices that advance the work of publicly funded educational institutions, we are committed to creating spaces for reflection, storytelling, and dialogue to learn about how CCAIE can fulfill our role, and support educational institutions to fulfill their roles, in advancing the TRC's Calls to Action and seek meaningful and sustained relationships with Indigenous educational institutions and organizations.

CCAIE is further committed to helping member institutions build meaningful and supportive relationships with their diverse constituencies and create pathways for current and future employees of diverse backgrounds. CCAIE defines diversity as the practice or quality of including or involving people from a range of different backgrounds and identities, including age, culture, disability, ethnicity, gender (identity and expression), nationalities, sexual orientations, religion, and race.

CCAIE is committed to fostering a sense of belonging across the educational advancement community, by creating welcoming, inclusive, culturally appropriate, and respectful spaces, programs, services, and resources, where diversity is celebrated.

Woven throughout this strategic plan will be commitments, tactics, projects and metrics related to DEIB, AR and TRC. Some examples of action items are:

1. To ensure that a diversity of experiences, perspectives, identities, and skills are represented on the CCAIE Board
2. To review policies and practices through a DEIB lens to ensure they reflect inclusive language and principles of equity.

3. To explore creating a committee that can advise CCAE on how, and in what ways, CCAE can fulfill its role, and support member institutions to fulfill their roles and responsibilities in advancing TRC, anti- racism, and DEIB work.
4. To facilitate conversations, and share stories amongst educational institutions related to DEIB, AR, and TRC.
5. To provide CCAE staff training for DEIB, AR and TRC work, that is reflective in program and Human Resources policies

Strategy 1: Elevate the Profession

As educational institutions face a more complex and challenging environment, members look to CCAE for leadership to help them remain at the forefront of the sector. CCAE is committed to being an innovative, visionary, and trusted leader on issues of significance and relevance to members. Driven by guiding principles, and a strong desire to provide the greatest value to, and impact for, member institutions and Canadian advancement professionals, CCAE will continue to elevate new thinking, foster innovative practices, act as a catalyst for professional learning across the sector, and champion the role of the advancement profession within the post-secondary education and independent-school sector.

CCAIE Commitments

- a. Elevate the impact of the Canadian educational advancement profession by curating and disseminating relevant research, analysis, policy, and best practices.
- b. Promote thought-leadership by sharing expertise, leading conversations with advancement professionals, and by accessing insights from within and outside the sector.
- c. Seek perspectives, ideas, input, feedback, opportunities, and areas of improvement through conversations with CCAE's communities
- d. Celebrate talent, innovation, and service by exploring new opportunities to enhance awards, fellowships, and scholarships with an emphasis on supporting emerging leaders from underrepresented communities.
- e. Assist member institutions to raise the profile of the advancement profession and demonstrate its unique value with institutional and academic leaders, across campuses, and with broader communities.
- f. Explore how, and in what ways, CCAE can fulfill its role in imbedding DEI, TRC and AR work in its annual plans and policies and practices

Strategy 2: Inspired & Engaged Community

CCAIE represents a growing and diverse network of Canadian advancement professionals. The strength of the network is derived from the collective insights and broad range of skills, knowledge, expertise, and experiences of thousands of professionals. CCAIE's primary purpose is to convene opportunities to connect, learn, and share. CCAIE will continue to be the primary source for advancement professionals to access innovative and relevant programs and resources and find inspiration for new and experienced professionals.

CCAIE Commitments

- a. Develop and deliver a vibrant curriculum of high-quality and dynamic professional development and knowledge-sharing opportunities, and support members to engage in communities of practice, mentoring, and peer-to-peer activities.
- b. Remain at the forefront of delivery approaches for education and learning, both in person and virtual, and ensure resources, programs, and services reflect the diversity of advancement professions and educational institutions.
- c. Develop a suite of creative learning and engagement programs that provide value to promising new members.
- d. Foster a sense of belonging among advancement professionals by generating opportunities to include, support, and encourage new professionals and raise awareness of CCAIE membership advantages and opportunities.

Strategy 3: Strategic Alliances

To reflect the diverse and inter-disciplinary nature of the advancement sector, CCAIE strategically partners with values-aligned and sector-adjacent regional, national, and global organizations who offer complementary expertise and valuable learning opportunities for members. By deepening current partnerships and exploring new strategic alliances, CCAIE will untap potential for innovation, integrated learning, investment, and multi-sectoral connections.

CCAIE Commitments

- a. Continue to engage in collaborative, impactful, and innovative projects on issues of major importance with complementary regional, national, and global organizations.
- b. Explore opportunities to partner with select like-minded, values-aligned, and sector-adjacent organizations to enhance research and professional development opportunities and expand resources for members.
- c. Recognize strategic alliances as vital to the organization and seek ways to celebrate and augment reciprocal benefits.

Strategy 4: Generative Growth

The hard work and high-quality efforts of CCAIE's staff team and volunteers are the foundation of its success. CCAIE is committed to enhancing its organizational strength by ensuring that the organization is equipped with the resources needed to continue delivering excellent value for members. CCAIE will ensure financial stability and incremental growth of the organization to meet the needs of advancement professionals and the broader sector.

CCAIE Commitments

- a. Explore opportunities for continued and greater investment in the organization from current and new partners and sponsors.

- b. Enhance organizational investment through membership fees and professional development offerings.
- c. Invest in human resources and professional training, as necessary, to support a healthy organizational culture and excellent programs and services.
- d. Recognize and celebrate the diversity of skills, experiences, and expertise of volunteers and the impact they have in strengthening CCAE's capacity.