
Seattle Midwifery School

5 Year Strategic Plan

Approved: July 21, 2004

Introduction

In July 2003, Seattle Midwifery School began its most recent strategic planning process by conducting an organization assessment that included interviews with board and staff, staff surveys and an analysis of systems and documents. In October, the board and staff used the information gathered from that assessment to ascertain the organization's internal strengths and weaknesses.

In the fall of 2003, SMS conducted focus groups with major donors, Midwifery Education Program (MEP) students, MEP and Doula and Extension Education Program (DEEP) graduates and faculty and members of sister organizations in the community. After compiling that information and developing a SWOT (strengths, weaknesses, opportunities and threats) analysis, board, staff and faculty held a day and a half long retreat in January 2004 to review the information and use it to develop the outline of our new mission, vision, values and goals.

From February through April, a "wordsmithing" committee of board and staff crafted the outlines into statements and used an iterative process to incorporate feedback from board, staff and faculty. At the April board meeting, the board approved the mission, vision and values. Meanwhile, a separate strategic planning committee was working to develop comprehensive strategies for the goals that were developed at the retreat. This also involved an iterative process of receiving and incorporating feedback from board and staff. The board approved this portion of the document in June 2004, culminating a year-long planning process.

We could not have created such a comprehensive and responsive plan without the help of many people and organizations. Thanks to everyone who completed surveys, came to focus groups and participated in interviews. Your input was valuable, and your participation was energizing. We are confident that with your contributions, we will remain a vital and enduring community resource.

Thanks also to the *Satterberg Foundation* for your willingness to fund our strategic planning process.

Finally, thanks to the Seattle Midwifery School board and staff members who contributed countless hours and ideas to the strategic planning process and asked difficult questions with open-mindedness and curiosity. A special thanks to the strategic planning committee (Joanna Barger, Tera Schreiber and Scott Fasser) for providing the leadership necessary to keep the process moving forward and the courage to produce an inspirational plan.

Mission

To educate and inspire leaders in childbirth professions.

Vision

We strive for a world where every family has access to care, education and options, contributing to a safe and joyous pregnancy, birth and postpartum.

By 2009, we envision:

- Recognition of Seattle Midwifery School as the foremost educational institution for midwives, doulas and other childbirth professionals;
- Skilled graduates with thriving practices and varied professional opportunities;
- An increased number of consumers choosing doulas and direct entry midwives;
- Heightened community awareness of birth choices with midwifery recognized as a safe, viable option; and
- Enhanced collaboration with women's health organizations.

Values Statement

Seattle Midwifery School values the following:

Accountability: We recognize that our actions affect others throughout the school and the community. We hold ourselves accountable for our actions and expect the same of others.

Collaboration: We actively participate in a global community of talented professionals and passionate advocates and benefit from mutual cooperation.

Excellence: We value excellence in education and expect high-quality performance from our students, staff, faculty, preceptors and board.

Integrity: We demonstrate personal and professional honesty in all of our endeavors.

Leadership: We provide innovative, evidenced-based education that empowers childbirth professionals to champion the Midwives Model of Care.*

Sustainability: We make decisions by considering not only the current needs, but also the long-term viability of the organization and related professions.

We embrace these values in the actions of our board, staff, faculty, preceptors and students. The education provided at SMS aims to instill these values and inspire our students to integrate them into their communities.

** Midwives Model of Care is based on the fact that pregnancy and birth are normal life processes. The Midwives Model of Care includes:*

- *Monitoring the physical, psychological, and social well-being of the mother throughout the childbearing cycle;*
- *Providing the mother with individualized education, counseling, and prenatal care, continuous hands-on assistance during labor and delivery, and postpartum support;*
- *Minimizing technological interventions; and*
- *Identifying and referring women who require obstetrical attention.*

The application of this woman-centered model of care has been proven to reduce the incidence of birth injury, trauma, and cesarean section.

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Goals, Strategies, and Benchmarks**Goal #1: Develop an appropriate structure to support SMS mission, vision and values.**

	Est. Completion Date	Accountability
<p><u>Supporting Strategy A:</u> Provide and ensure appropriate fair market compensation for staff and faculty.</p> <p><u>Benchmarks/Measures:</u></p> <p>i) Identify fair market compensation rates for each position, including faculty.</p> <p>ii) Determine amount needed to bring positions up to fair market rate.</p> <p>iii) Create formula to bring all positions gradually up to fair market rate by 2010. Those positions further below market rate will get bigger annual increases, but everyone will get some increase until fair market rate is reached, assuming funds are available. First increase Feb 2005 if funds are available.</p> <p>iv) Review of faculty should include equity between DEEP and MEP staff as well as a review of what is expected for base pay (meeting attendance, curriculum development).</p> <p>v) Review progress toward fair market compensation on an annual basis.</p> <p>vi) Review formula for achieving fair market compensation on an annual basis.</p>	<p>2004-05</p> <p>2004-05</p> <p>2004-05</p> <p>2004-05</p> <p>on-going</p> <p>on-going</p>	ED and Staff
<p><u>Supporting Strategy B:</u> Ensure staffing levels and skills are adequate to meet organizational needs, especially with regard to becoming degree granting.</p> <p><u>Benchmarks/Measures:</u></p> <p>i) Determine organizational priorities.</p> <p>ii) Create work plans to implement priorities.</p> <p>iii) Provide funds for staff training to enhance skills.</p> <p>iv) Determine what staffing changes need to be made to implement priorities. This may include not doing some things we currently do and/or adding new things.</p>	<p>2004-05</p> <p>2004-05</p> <p>2004-05</p> <p>2005-06</p>	ED and Staff

v) Assess value of continuing with TAD vs. hiring in-house or contract bookkeeper.	2005-06	
vi) Assess staff skills and interest.	2005-06	
vii) Restructure staff, if necessary, to meet ongoing needs of organization.	2005-06	
<u>Supporting Strategy C:</u> Provide appropriate orientation and training to staff, faculty and volunteers in order to enable staff to perform their best. <u>Benchmarks/Measures:</u> i) Review and update existing orientation procedures.	2005-06	ED and Staff
ii) Implement recommended changes.	2005-06	
<u>Supporting Strategy D:</u> Provide adequate, safe, comfortable environment in which to work, learn and grow, particularly the classroom. <u>Benchmarks/Measures:</u> i) Improve heating/cooling/windows. Need to research range of potential changes (ceiling fans, new windows, air conditioning, Venetian blinds, etc.) and sources of funds (Seattle Foundation, etc).	2004-05	ED and Staff
ii) Improve flooring (carpet, refinish floors, etc).	2005-06	
iii) Plan and budget for other improvements (new tables and chairs, LCD projector, laptop, hot water in kitchen, phone system, network upgrades, etc).	2004-09	
<u>Supporting Strategy E:</u> Provide appropriate orientation and training to board in order to enhance board effectiveness. <u>Benchmarks/Measures:</u> i) Orient new board members by providing: introduction to board, staff, and students at a potluck; sitting in on a class; and orientation to SMS history and structure; midwifery/doula professional and political issues; SMS Board Structure, Work and History, roles and responsibilities.	On-going	Board
ii) Steer new board members towards specific workgroups to get them involved immediately.	On-going	
iii) Provide monthly on-going education at board meetings.	On-going	Board
iv) Create board binder to be maintained at SMS which includes all Board decisions, policies, and procedures.	2004-05	Board and Staff

Goal #2: Expand our funding base to better support current operations, foster program growth, and provide long-term sustainability.

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Total Fundraising Goal (based on specific fundraising elements projections)	106,000	115,050	131,000	146,862	163,188	186,551
Total Annual Budget (8% growth)	106,000	114,480	123,638	133,529	144,211	155,747

<p>Supporting Strategy A: Expand and better utilize donor base through graduate involvement in fundraising.</p> <p>Benchmarks/Measures:</p> <p>Midwives' Client Receptions</p> <ul style="list-style-type: none"> • Grow donor base by 35 families (total donor base of 435) • Grow donor base by 45 families (total donor base of 480) • Grow donor base by 55 families (total donor base of 535) • Grow donor base by 65 families (total donor base of 600) • Grow donor base by 75 families (total donor base of 675) <p>2002-3 Total donor base of 400.</p>	<p>2004-05</p> <p>2005-06</p> <p>2006-07</p> <p>2007-08</p> <p>2008-09</p>	<p>Board and Staff</p>
<p>Supporting Strategy B: Increase donor retention and regularly increase donors contributions at all levels through active cultivation.</p> <p>Benchmarks/Measures:</p> <p>i) Improve fundraising tools and donor communication</p> <ul style="list-style-type: none"> • Increase donor retention to 40% • Increase donor retention to 40% • Increase donor retention to 45% • Increase donor retention to 45% • Increase donor retention to 50% <p>ii) Increase number of active donors</p> <ul style="list-style-type: none"> • Increase to 435 • Increase to 480 • Increase to 535 • Increase to 600 • Increase to 675 <p>iii) Improve ongoing stewardship of major donors</p> <ul style="list-style-type: none"> • Increase major donor retention to 65% • Increase major donor retention to 65% • Increase major donor retention to 70% • Increase major donor retention to 70% • Increase major donor retention to 75% 	<p>2004-05</p> <p>2005-06</p> <p>2006-07</p> <p>2007-08</p> <p>2008-09</p>	<p>Staff</p> <p>Board and Staff</p> <p>Board and Staff</p>

<p>iv) Implement donor cultivation and stewardship model</p> <ul style="list-style-type: none"> • Grow major donor base by 5 families • Grow major donor base by 5 families <p>2002-3 Donor Retention Rate = 38% 2002-2003 Major Donor Retention Rate = 63% 2002-3 Number of Major Donor Families = 19</p>	<p>2005-06 2007-08</p>	<p>Board and Staff</p>
<p><u>Supporting Strategy C:</u> Create an operating reserve.</p> <p><u>Benchmarks/Measures:</u></p> <p>i) Develop loaned cash reserve of \$300,000 [9 months of the MEP budget] through long-term loans from 2-3 major donor families where the interest off the investments are retained by the donor.</p> <p>ii) Develop cash reserve by reserving a minimum of 25% of the excess of fundraising income over the fundraising budget each year. The long-term goal for the reserve is 3 months of operating expenses or \$175,000.</p> <ul style="list-style-type: none"> • Total Reserve of \$143 • Total Reserve of \$3,400 • Total Reserve of \$6,876 • Total Reserve of \$11,620 • Total Reserve of \$19,321 	<p>January 2008</p> <p>2004-05 2005-06 2006-07 2007-08 2008-09</p>	<p>Board and ED</p>
<p><u>Supporting Strategy D:</u> Strengthen development resources by hiring ED with strong fundraising skills as well as a strong skill base in financial management, personnel management, and strategic planning implementation.</p>	<p>2004</p>	<p>Board and ED Search Workgroup</p>
<p><u>Supporting Strategy E:</u> Strengthen development resources by recruiting board members with strong fundraising skills as well as a strong skill base in financial management, education, law, or business/non profit administration.</p> <p><u>Benchmarks/Measures:</u></p> <p>i) Write board nominations process to be included in the board binder.</p> <p>ii) Grow board to 12 active members reflecting a balance of skills and backgrounds as outlined in the Board Matrix. Until full 12 member board is established, recruitment will be ongoing.</p> <p>iii) Modify all board member terms to expire at the end of December of their 2nd year.</p> <p>iv) Start new board member terms in January of each year.</p>	<p>2004-05</p> <p>March 2005</p> <p>Dec. 2005</p> <p>Jan. 2006</p>	<p>Board</p> <p>Board</p> <p>Board</p> <p>Board</p>

Goal #3: Increase earned income through mission-based programs.

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Gross D/EEP Earned Income	163,000	191,000	220,000	230,000	240,000	250,000
D/EEP Registrants	315	375	425	475	525	575

<u>Supporting Strategy A:</u> Develop and offer new DEEP courses. <u>Benchmarks/Measures:</u> i) Develop a lactation education course to be offered 1/05. ii) Explore possibility of creating ante-partum doula course. iii) Explore collaborative courses with PALS and other organizations. iv) Explore offering DEEP courses on line. v) Explore and create another new DEEP course.	2004-05 2005-06 2005-06 2005-06 2006-07	ED and Staff
<u>Supporting Strategy B:</u> Develop and offer new MEP continuing education courses on-line. <u>Benchmarks/Measures:</u> i) Research offering MEP continuing education courses on-line. ii) Offer on-line MEP continuing education course.	2004-05 2005-06	ED and Staff
<u>Supporting Strategy C:</u> Explore publishing best senior theses.	2006-07	ED and Staff

Goal #4: Increase public and professional awareness of SMS

<u>Supporting Strategy A:</u> Increase midwifery student applications for Midwifery Education Program, while reducing acquisition cost per applicant. <u>Benchmarks/Measures:</u> <ul style="list-style-type: none"> • Increase to 45 applications per year • Increase to 55 applications per year • Increase to 65 applications per year • Increase to 75 applications per year • Increase to 85 applications per year 34 applications received in 2003-2004.	2004-2005 2005-2006 2006-2007 2007-2008 2008-2009	ED and Staff
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<p>Supporting Strategy B: Increase attendance at special events (including fundraising events), while maintaining a low cost per attendant.</p> <p>Benchmarks/Measures:</p> <ul style="list-style-type: none"> • Increase attendance to 250 • Increase attendance to 275 • Increase attendance to 300 • Increase attendance to 325 • Increase attendance to 350 <p>237 attendants at 2003-2004 special events.</p>	<p>2004-2005</p> <p>2005-2006</p> <p>2006-2007</p> <p>2007-2008</p> <p>2008-2009</p>	<p>ED and Staff</p>
<p>Supporting Strategy C: Increase public awareness of the midwives model of care through income-generating programs.</p>	<p>2006-2009</p>	<p>ED and Staff</p>

Goal #5: Become a degree-granting institution

<p>Supporting Strategy A: Research merger and affiliation options.</p> <p>Benchmarks/Measures:</p> <p>i) Form board/staff work group to explore options.</p>	<p>2004-05</p>	<p>Board/staff</p>
<p>Supporting Strategy B: Research degree-granting requirements.</p> <p>Benchmarks/Measures:</p> <p>i) Determine what level degree(s) we should offer.</p> <p>ii) Determine whether each of the required positions (CEO, academic officer, register, business officer, student services officer, library director and financial aid officer) must be separate individuals.</p> <p>iii) Review credit-hour issues and determine how to resolve</p> <p>iv) Create full time faculty positions who teach at least 20% of courses.</p> <p>v) Create a job placement service.</p> <p>vi) Obtain a surety bond for 10% of previous year's tuition.</p> <p>vii) Complete application at least one year prior to authorization.</p>	<p>2004-05</p> <p>2005-06</p> <p>2007-08</p> <p>2008-09</p> <p>2008-09</p> <p>2008-09</p> <p>2008-09</p>	<p>ED and Staff</p>
<p>Supporting Strategy C: Develop four-year plan to meet above-mentioned degree-granting requirements and integrate into staff work plans, budgeting, hiring etc.</p>	<p>2004-05</p>	<p>ED and Staff</p>
<p>Supporting Strategy D: Hire ED with the skills to help SMS become degree granting either as an independent organization or through association with another institution.</p>	<p>2004</p>	<p>Board and ED Search Workgroup</p>