

Comprehensive Membership Development Plan

NCRSP

July, 2015

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Executive Summary:

The purpose of this document is to set forth a Comprehensive Membership Development Plan for North Carolina Retired School Personnel. It is a plan that includes guiding principles, broad goals accompanied by specific objectives, specific objectives accompanied by specific actions, schedules, and funding/cost considerations.

Guiding Principles:

- (01) North Carolina Retired School Personnel (NCRSP) strives to be the premier organization representing retired school personnel in our state.
- (02) NCRSP operates on one unchanging imperative: service to members. Even membership development should be seen as an opportunity to earn the support of new members through the provision of services—especially the provision of useful information.
- (03) In so far as possible, NCRSP should reserve its richest stream of services for its dues-paying members. This should be true, not only of special benefits such as insurance and business discounts, but also of information. Ideally, that information stream should be so useful and contribute so greatly to each member's quality of life that it alone would justify a member's dues.
- (04) Local Units are not the only places of action in NCRSP, but they are the most important because they are where NCRSP services reach the individual, where members are most likely to interact with each other and with potential members, and where advocacy, community service, and quality of life efforts can have the most immediate effect. NCRSP therefore stresses local "grassroots" action, and the first duty of the state office and of state and regional officers is to support the Local Units and their leaders.

Broad Goals:

- (01) Increase NCRSP membership by a fixed percentage each year—irrespective of natural attrition. (See "Objectives" for a recommended figure.)
- (02) Focus on building recruiting capacity and boosting membership at the Local Unit level.

(03) Use NCRSP funds (reserve funds, if necessary) to pay for membership development resources such as templates for printed materials, logo-bearing items, and “tool kits” so that they can be provided to Local Units at no charge or at minimal cost.

(04) Improve recruiting outreach at the Local Unit level through coaching, administrative support, and enhanced communication provided from the state level, but these efforts should always respect and foster Local Unit initiative and innovation. (In membership development, one size does not fit all.)

(05) Establish a recognition program that honors Regions and Local Units that achieve exemplary success in membership recruiting.

Objectives, Actions and Deadlines:

(01) **Objective:** Increase statewide NCRSP membership by five percent each year—irrespective of natural attrition.

Action: Start with a specific base of members from the chosen baseline.

Schedule: Choose the fall of 2015 as the baseline year and implement the other steps listed below to achieve the objective each year beginning with the end of fiscal year 2016.

(02) **Objective:** Establish criteria for an “Excellence In Recruiting Award” for both Regions and Local Units.

Action: Direct the Membership Committee—with staff support—to pick baseline membership figures for NCRSP, for each NCRSP Region and for each Local Unit and to develop the criteria for the “Excellence In Recruiting Awards” to be offered to Regions and Local Units. Recruiting targets should be proportionate to baseline membership so that the more populous Regions and Local Units do not have an unfair advantage.

Schedule: Direct the Membership Committee to offer its plan to the Executive Board no later than March, 2016, and honor the first Regional and Local Units for “Excellence In Recruiting” at the 2017 NCRSP State Convention.

(03) **Objective:** Persuade at least 80% of all Regions and 80% of all Local Units to have an active Membership Chairperson and to support that Chairperson with an active committee of at least two members. (Also see related Objective 11.)

Action: Send a letter from the President of NCRSP to every Region Director and every Local Unit President asking them to report whether their Region or Local Unit has a Membership Chairperson and a supporting committee composed of at least two members. Honor all Regions and Local Units that have such an arrangement in place in

time to be recognized at the “Excellence In Recruiting” Ceremony at the 2017 NCRSP State Convention.

Schedule: Seek to have 80% of all Regions and Local Units in compliance by the end of 2016.

(04)**Objective:** Complete a re-design of the NCRSP website that features a more attractive design, that is highly interactive, and that includes an effective content management system.

Action: Authorize the Executive Director to hire a website designer and use reserve funds for that purpose, if necessary.

Schedule: Hire the designer by the end of summer, 2015, and have the new web site in operation by the end of 2015.

(05)**Objective:** Provide any Region or Local Unit that wants it with a form letter that will encourage school superintendents, school boards and LEAs to share retiree names and contact information with Local RSPs.

Action: Prompt NCAE Legal Affairs to draft such a letter.

Schedule: Make the letter available to the Regions and Local Units before the end of calendar year 2015.

(06)**Objective:** Promote NCRSP as a recognizable “brand” at every opportunity.

Action: Invest in an array of logoed items promoting NCRSP and make those items available to the Regions and Local Units at reduced cost or no cost.

Schedule: Take action no later than the end of 2015.

(07)**Objective:** Provide all Regions and Local Units with a membership development “Tool Kit” that includes guidance on how to identify and recruit new members.

Action: Charge the Membership Committee with drafting the “Tool Kit.” (NOTE: Region 1A has an excellent booklet that could serve as a model.)

Schedule: Complete the “Tool Kit” no later than the end of 2015, and debut it for Regional and Local Unit leaders as part of the 2016 Leadership Conferences.

(08)**Objective:** Obtain a “benchmark” that measures total community service hours in each Region prior to and after the Comprehensive Membership Development campaign to see if heightened recruiting activity had any positive effect on total community service activity.

Action: Charge the Community Service Committee with obtaining this information for the fiscal year that ends June 30, 2015.

Schedule: Have 2015 baselines available that can be compared to the fiscal year that ends June 30, 2016.

(09)**Objective:** Offer a “seamless membership” process by which active educators and support personnel who belong to NCAE can make an automatic transition to NCRSP membership.

Action: The officers and Executive Board of NCRSP should negotiate the change with NCAE/NEA and get approval as soon as possible.

Schedule: Negotiations should begin immediately, and spring 2016 should be set as the initial implementation period.

(10)**Objective:** Offer reduced dues to Educational Support Personnel who choose to join NCRSP.

Action: The officers and Executive Board of NCRSP should negotiate the change with NEA/NCAE, and if necessary, prompt action at the NEA Board of Directors level.

Schedule: Set spring 2016 as the initial implementation period.

(11)**Objective:** Prompt more effective committee action as measured by five criteria: (a) the establishment of committee rosters that include a committee chair and at least two supporting members, (b) the planning and execution of at least one committee meeting or conference call per year, (c) measurable work output such as: PANORAMA articles, web site content, Facebook content, committee support of meeting and recruiting events, (d) scheduled reports to the Executive Board, and (e) committee presentations at scheduled events such as Region or Local Unit meetings or the NCRSP State Convention.

Action: The officers and Executive Board of NCRSP should charge all committee chairs with meeting the criteria listed above.

Schedule: Set spring 2016 as the initial implementation period.

(12)**Objective:** Obtain new sources of revenue for NCRSP through endorsements, grants and other means.

Action: Charge the Executive Director with researching new sources of revenue and presenting proposals to the Executive Board.

Schedule: The proposals should be offered beginning in fall, 2015, at the Executive Board meeting.

Funding & Costs

Funding:

--Grant applications have been submitted to NEA-R for a \$5,000 grant for the Leadership Conferences and for a \$5,000 grant to support this Comprehensive Membership Development Plan.

--The sums that might be obtained under Objective (12), new revenue, depend entirely on the nature and success of the new income sources. For example, an endorsed travel arrangement might yield a commission of 10% of the sums spent by members on travel packages. Over the course of a year, that could amount to hundreds of dollars or thousands.

Cost:

--A sum of \$7,500.00 will be required to pay for the web re-design project, Objective (04). NCRSP currently has \$6,000 allocated for annual web site maintenance, but the funding for a re-design will probably have to come from reserves. The ongoing cost of the new site will be a monthly fee of \$25 for hosting, plus \$60.00 per hour for maintenance. Our current maintenance allocation should be more than sufficient for that.

--Objectives 01, 03, 05, 08, 09, 10 and 11 have no particular out-of-pocket cost, but all will require some investment of staff time and volunteer support. If these measures prove successful, the staff time will be more than covered by increased dues income.

--Objective 02, the "Excellence In Recruiting Award," will require modest expenditures for printing, regalia and signage, a tentative estimate would be less than \$500.

--Objective 06, branding regalia, could vary in cost from a few hundred to several thousand dollars. The actual total would depend on the quantity and quality of regalia that NCRSP buys and on whether the organization can recoup a substantial portion of the cost through re-sale of regalia to members.

--Except for printing, the "Tool Kit" described in Objective 07 would cost nothing. The actual cost of printing the "Tool Kits" might be absorbed under the heading of Leadership Conference expenses.

END