Strategic Plan for
Community Volunteers for
International Programs
(CVIP)
2011 – 2014
(Affiliated with Michigan State University’s
Office for International Students and Scholars)

Draft (5-10-11)
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Strategic Plan for
Community Volunteers for International Programs
(CVIP)

“By failing to prepare you are preparing to fail.” Benjamin Franklin

“If you don’t know where you are going, you will wind up somewhere else.” Yogi Bera

Background

This strategic plan had its roots in CVIP’s Fall 2010 retreat. Sarah Brannon of Lakeview Consultants and a member of CVIP Visioning Committee facilitated the process. The thirty-five participants included CVIP Board Members, volunteers from the community, others new to CVIP but interested in the mission and goals of the organization, and representatives from MSU’s international students and professional staff.

Throughout its fifty-year history, CVIP has provided programs that connect Michigan State University’s (MSU) international students with the Greater Lansing Community. It is a completely volunteer based non-profit organization, supported by MSU’s Office for International Students and Scholars, that has demonstrated flexibility in its programs and resiliency in its organization. It has credibility and is highly respected by the MSU community. It does not currently hold IRS 501 © 3 status. An organizational Constitution and Bylaws are in place.

Reflecting on its history and evaluating its current health, this strategic plan begins to lay the foundation for its sustainability for the next fifty years, ensuring that the needs of the international students and the Greater Lansing Community continue to be met. Global and local economies that impact the international student population, and CVIPs ability to attract and retain volunteers including those willing to assume key leadership roles, will be instrumental in CVIPs future direction.

Overview

CVIP has operated in the Greater Lansing area since the fall of 1961 in one form or another. The CVIP Lending Center began in 1960 as a volunteer service that lent winter coats to ill-prepared MSU students from South America. Later, in 1964, with the encouragement of Homer Higbee, then Assistant Dean of International Studies and Programs, a new organization called “Community Committee for International Programs” was launched. In March 1967, the first constitution for CCIP was framed, and in June of the same year, the organization
was incorporated. It was not until 1973 that its name was changed from “Community Committee for International Programs” to “Community Volunteers for International Programs,” a name that more accurately described the organization.

New programs were established as the need for them arose, all supported by various volunteer committees. In 2011 CVIP offers the following programs and services:

- **MSU Global Festival** — CVIP, OISS and the Union Activity Board (UAB) organize this annual event during International Education Week in November. It offers the Greater Lansing Community the opportunity to explore cultures from around the world.
- **Every Tuesday Group** — MSU international student spouses share social and activity time with one another and American women.
- **International Friendship Program** — Volunteers match MSU international students with volunteer community families and/or individuals for friendship and cross-cultural understanding.
- **Home Visits** — Each semester, international students in the A+ English Language School, visit American homes for a tour and to practice their English.
- **Lending Center** — Volunteers collect and loan out various household goods for newly-arrived international students living in MSU apartments.
- **Scholarship Committee** — Committee members provide academic scholarships for the spouses of international students.
- **Speakers Bureau** — MSU international students are offered opportunities to share their culture with American school children and local community organizations.

At present, CVIP has approximately 840 members. Membership is free and given to any community member who supports CVIP by participation in any of its programs or with donations of money or items to be sold at the Global Festival’s World Gift Shop.

As highlighted in the **Strengths-Weaknesses-Opportunities-Threats** narrative, CVIP has a fifty-year history of dedicated volunteer leadership and is fortunate to have the strong and generous support of MSU’s Office for International Students and Scholars. The Global Festival, attended each year by approx. 5000 community residents, serves as CVIP’s signature community event. There are many opportunities for CVIP growth to be explored. For example, programs could be considered to engage returning Study Abroad students with MSU’s international population.

Where CVIP is highly valued by the international students and respected by the MSU community, it is searching for vehicles to engage a broader spectrum of the
community to participate in and initiate new programs. As the current volunteer pool begins to age out, a succession plan needs to be defined to allow for sustainability of the organization. At the fifty-year mark, CVIP is also exploring the value and benefit of becoming a 501 © 3 organization.

The projected timeframe for this Strategic Plan is three years, from 2011 – 2014. Annual goals will be developed to support the achievement of the plan.

THE CURRENT ENVIRONMENT

PROGRAM PROFILES AND PARTICIPANTS SERVED (2009-10 Annual Report)

<table>
<thead>
<tr>
<th>Program</th>
<th>Participants</th>
<th>Purpose</th>
<th>Frequency/ Level of Touch*</th>
<th>Program Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOME VISITS</td>
<td>29 Amer volunteers; 72 intl A+ students</td>
<td>Teach/learn English</td>
<td>2x/year; medium</td>
<td>122</td>
</tr>
<tr>
<td>INTERNATIONAL FRIENDSHIP PROGRAM</td>
<td>326 American families; 397 intl students</td>
<td>Build a network of friends /contacts</td>
<td>Ongoing; high</td>
<td>2,199</td>
</tr>
<tr>
<td>EVERY TUESDAY</td>
<td>6-10 American women 15 Intl Spouses 5-15 preschool children</td>
<td>Camaraderie</td>
<td>3x/month; high</td>
<td>1,094</td>
</tr>
<tr>
<td>GLOBAL FESTIVAL</td>
<td>5,000 public attendees; 250 intl students; 60 volunteers</td>
<td>Raise Cultural Awareness</td>
<td>1x/year; medium</td>
<td>3,400</td>
</tr>
<tr>
<td>LENDING CENTER</td>
<td>16 volunteers; 708 visitors</td>
<td>Donate/Give Needed Items</td>
<td>2x/wk; Medium</td>
<td>619</td>
</tr>
<tr>
<td>SCHOLARSHIPS</td>
<td>6 intl students awarded scholarships; 60 contributors; 20 cash donors</td>
<td>Money for tuition</td>
<td>Six awards; high</td>
<td></td>
</tr>
<tr>
<td>SPEAKERS’ BUREAU</td>
<td>129 intl students; 44 presentations (11 at public schools; 10 at community groups)</td>
<td>Raise cultural awareness</td>
<td>22 prog/yr; medium</td>
<td></td>
</tr>
</tbody>
</table>

* See appendix 1 for description of High, Medium, and Low touch.
TRENDS IMPACTING CVIP

CVIP ORGANIZATION

Structural
- Aging volunteers and leadership
- Financial dependence on MSU/OISS has both positive and potential negative impact(s)

Programmatic
- Growing interest in expanding the reach of the organization

STUDENTS
- MSU’s international enrollment grew by 5.6% from Fall 2009 to Fall 2010. This follows an increase of 12% from 2008 to 2009.
- Undergraduate students currently outnumber graduate students, a shift that began in the 2009 year. There are currently 2992 undergrads (56%) and 2359 (44%) graduate students.
- Significant increase in the number of students from China; there are a number of reasons for this growth including China’s growing middle class, insufficient higher education capacity to meet the country’s needs and the liberalized U.S. visa policies.
- Global economics contributed to the sharp decline in the number of students from Korea and Japan.

MICHIGAN STATE UNIVERSITY
- Enrollment in the College of Business grew 29.8% between 2008 and 2009.
- The Colleges of Business, Engineering, Natural Science, Agriculture and Natural Resources, and Social Science currently enroll the largest numbers of international students at MSU.
- There is an increase in students at MSU who are sponsored by their governments, the U.S. government, international exchange or other organizations.
- MSU remains committed to global education and has a strong reputation abroad.
- Potential role of ISE (Internationalizing the Student experience)

STATE OF MICHIGAN
- The State of Michigan’s economy continues to reduce support to universities.
- State initiative to encourage international students to contribute to the State’s economy post graduation
- State initiatives to expand international trade
NATIONAL
- A national recognition of the contributions and value of Citizen Diplomacy
- A growing national interest in allowing international students to contribute to the US economy after graduation

MISSION
The Mission Statement of the Community Volunteers for International Programs (CVIP) at Michigan State University (MSU):
CVIP promotes mutual cross-cultural education, understanding, appreciation and friendship between the Greater Lansing Community and MSU’s international students, scholars and their families through a variety of programs and services.

VISION
CVIP envisions a local global community that welcomes and appreciates people from all nationalities.

VALUES
The values governing CVIP’s activities include the following:

- Community integration connects cultures and communities
- Programs have a mutual benefit for both the students and the community
- Programs enhance social justice and empowerment and have the capacity to reduce ethnocentric barriers
- Respect for diversity
- Opportunity to bring diversity to the community
- Opportunity to develop personal relationships over time
- Participation and commitment of all members and volunteers of the organization to ensure a value-based, mission-oriented environment
- Empathy for cross-cultural experiences
- Organizational administration and programs are volunteer led
- Little or no cost to the international student
The following is a summary of feedback from 35 respondents that participated in the Strategic Planning Retreat on behalf of CVIP in September 2010. Duplicate responses are listed in more than one domain based on perceptions and feedback from the group.

### Strengths
- Relationship with OISS
- High concentration of resources
- Dedicated volunteers
  - Diverse program offerings
  - CVIP connected to global/local networks
  - Willingness to change and adapt
  - Long history of CVIP
  - Credible/respected by MSU community
  - Meaningful, fun and uplifting
  - International students’ have high interest
  - Focused population
  - Global Festival
  - Attracting new blood
  - Understand international experience
  - Good food

### Weaknesses
- Need to market CVIP brand more
- CVIP lacks diversity
- Not involving international and domestic students effectively
- Recruiting young volunteers
- Need more programs & entry points
  - Not delegating to new volunteers
  - Not connected w/available resources
  - Need better leadership transition
  - Disconnect w/two key populations
  - Funding
  - Small % served
  - No growth
  - Don’t incorporate former members
  - Need Logo
  - Meeting times limit student/community
  - Don’t serve non-MSU community much

### Opportunities
- Relationships w/Study Abroad returnees
- Strengthen peer-to-peer relationship
- Student clubs could be new resource
- Connecting with MSU Resources, e.g. academic credits
- Emergency response opportunities
  - Advisory committees in Greater Lansing
  - Evening College
  - Having interns at CVIP
  - Community clubs/organizations connection (e.g. LATTICE, Rotary, Scouts, etc.)
  - Graduate Students and graduate programs as a resource
  - Reaching out for other non-profits
  - Altering CVIP to be open to new ideas
  - Ask groups to sponsor CVIP events

### Threats
- Concern over future leadership
- Community fear of relationship building
- Age of volunteers
- Volunteer recruitment (work as a barrier)
- Not being 501c3; losing resources
  - Students staying within their own community
  - Stagnation and Inaction
  - Losing focus when growth is too quick
  - Not enough time
  - Competition with other international service groups
  - Growing suspicion of anything non-American
CVIP GOALS for 2011-2014

Program Goal

Ensure that each program is effective in fulfilling the mission of CVIP.

Objectives

A. Evaluation

1. Program chairs will implement meaningful evaluations on a regular basis to determine how best to meet the needs of the target population.
2. Feedback will be solicited from program participants and volunteers as well as portions of the target population not currently being served.
3. Objective and anecdotal information will be documented and sent to the CVIP office to be catalogued.
4. Information from outside sources (OISS, ISP and others) will be solicited and used to improve programs to meet changing needs.

B. Program Development

1. Establish protocols for creation of new programs, evaluation and revision of existing ones, and retirement of programs which have outlived their usefulness.
2. Program chairs will document and cultivate existing partnerships with local organizations that enhance the mission of CVIP and/or its individual programs.
3. Program chairs and volunteers will actively pursue and increase the number of new partnerships with like-minded community organizations.

Rationale

The international population at MSU continues to change, and has recently experienced tremendous growth. It is important that CVIP monitor its programs to ensure that they are meeting the changing needs of the international population as effectively as possible. Regular, meaningful evaluations must be performed and utilized to help focus each program on its mission. Evaluation responses are to be documented and catalogued, both for internal use and to generate a "portfolio" that supports and justifies CVIP's value and effectiveness, specifically to partner and prospective partner organizations.

Partnerships with other community organizations that share CVIP’s mission provide crucial resources, including, but not limited to; facilities, money, manpower and information. Program chairs and volunteers can greatly enhance the reach of their programs by cultivating existing partnerships and by developing new ones. New partnerships could potentially expand the volunteer base, help generate and administer new programs, and link CVIP to
resources necessary to reach a larger slice of the international population with a larger selection of services.

**Current Status**

Currently, program evaluations are done somewhat sporadically, with some programs being aggressively evaluated, and others, not at all. Evaluations may or may not be used to revise program offerings and operations. CVIP is strong in knowing what each program is supposed to accomplish, but weak in being able to demonstrate and document that program goals are being reached.

Another weakness is the difficulty of generating a new pool of volunteers to administer proposed programs. For example, should CVIP wish to respond to the explosive growth of the international undergraduate population, it would be hampered by the lack of available volunteer leadership. Current program chairs and CVIP executives already wear many hats. New programs are implemented and old ones retired almost solely on the basis of individual volunteer enthusiasm and community participation, or lack thereof.

Existing CVIP programs enjoy many productive partnerships with local organizations, both within and outside of MSU itself. Some of these partnerships are critical to CVIP's ability to provide services. CVIP appears to enjoy a very positive reputation among the relatively small portion of the community that is aware of its existence.

**Action Plans for “Program” Goal**

**A. Evaluation**

1. Develop a yearly CVIP evaluation.
2. Develop program specific evaluation tools.
3. Solicit data concerning student trends from OISS, ISP and others each semester.
4. Establish protocols for sending collected evaluative data to CVIP office electronically.
5. Catalogue all evaluative data at CVIP office for ease of future use.
6. Present all collected evaluative data to Executive Committee.

**B. Program Development**

1. Establish protocol for development of new programs.
2. Establish protocol for revision of existing programs.
3. Establish protocol for retirement of existing programs.
4. Document existing partnerships with local organizations that enhance the mission of CVIP.
5. Document existing partnerships with local organizations per program.
6. Actively cultivate and strengthen existing partnerships.
7. Actively pursue new partnerships with like-minded community organizations.
Volunteer Management Goal

Three Year Goal: Community Volunteers for International Programs (CVIP) will strengthen volunteer coordination and recruitment to promote leadership succession and sustainability.

Rationale: The working volunteer/leadership base is dwindling, as the aging of the core group leads to attrition for various reasons. Strength in management/coordination will provide a sustainable volunteer base.

Objectives:

A. Recruitment:

1. Incorporate more peer-to-peer (faculty to faculty, student to student, etc.) recruitment strategies, as well as from community partnerships.

2. Interface with programs within CVIP to share volunteers.

B. Training:

1. Include the CVIP mission statement and Code of Ethics in all coordinator and volunteer job descriptions.

2. Develop/revise written orientation materials and provide program specific written instructions and provide hands on training.

3. Develop a mentor program to work with new volunteers for x amount of time.


C. Leadership Succession

1. Implement strategies to facilitate leadership succession, including a “How to be a CVIP Board Member” information session for new Board members.

2. Provide on-going volunteer recognition.

3. All chair and volunteer job descriptions finalized, utilized and catalogued at CVIP office.

4. Create program specific lists or menus of volunteer opportunities, including frequency (weekly, monthly, as needed) and length of commitment (one shift, one day, weekly, monthly, annually).

D. Record keeping:

Establish a log to track all program volunteer hours.
**Rationale**

CVIP working volunteer/leadership base is dwindling, as the aging of the core group leads to attrition for various reasons. Strength in management/coordination will provide a sustainable volunteer base.

**Current Status**

Currently, approximately 135 volunteers provide direct service to the programs or provide administrative support to CVIP. Each program is encouraged to have a chair and co-chair, though not all do. Additional volunteers are identified primarily through word of mouth or through peripheral involvement in one of the programs.

There is little uniformity in the recruitment and screening of volunteers and each chair provides training as required.

**Action Plan for “Volunteer Management”**

*Community Volunteers for International Programs (CVIP) will strengthen volunteer coordination and recruitment to promote leadership succession and sustainability.*

**Objectives**

**A. Recruitment/Retention**

1. Brainstorm with board members to identify additional community leaders that may be willing to volunteer time and/or resources. (Year one)
2. Create opportunities for self-evaluation and reflection. (Year one)
3. Create program specific lists of volunteer opportunities, including frequency (weekly, monthly, as needed) and length of commitment (one shift, one day, weekly, monthly, annually). (Year one)
4. Incorporate more peer-to-peer (faculty to faculty, student to student, etc.) recruitment strategies. (Year two)
5. Form community partnerships. (Year two)
6. Strive for 3-5 new volunteers per program per semester. (Year two)
7. Identify 2-3 colleges willing to provide interns to CVIP. (Year two)
8. Develop intern job descriptions. (Year two)

**B. Training**

1. Create materials for self-evaluations. (Year one)
2. Organize one leadership-training workshop, (in house or out) per year soliciting topics to be covered from the board. (Year one)
3. Develop/revise written orientation materials for new volunteers. (Year two)
4. Provide program specific entry-level volunteer instructions. (Year two)
5. Develop a mentor program to work with entry-level volunteers for one semester. (Year two)

C. Leadership Succession:
   1. Provide on going volunteer recognition. (Year one)
   2. Complete an organizational chart outlining structure at CVIP and ensure that board members and volunteers have updated job descriptions that include the CVIP mission statement, Vision, and Code of Ethics. (Year one)
   3. Utilize and catalog all chair and volunteer descriptions at the CVIP office. (Year one)
   4. Draft an emergency succession plan and a long-term succession plan for the Board President. (Year three)

D. Record keeping:

   Establish a system to track all program volunteer hours. (Year one)
Communications and Marketing Goal and Action Plan
To increase communications with key audiences, and bring awareness to more about CVIP programs and its impact.

Objectives:

A. Develop a marketing plan that will “sell CVIP.”
   1. Establish a brand with a logo that exemplifies the mission of CVIP.
   2. Create an annual plan for CVIP overall and for each specific program designed to get the word out about the calendar/purpose/audience of programs and call for participation.

B. Create more partnerships with external organizations to communicate with their constituents and widen the audience of CVIP and bring skills to the organization.
   1. Two new partnerships with external organizations will be established for the purpose of spreading the word about CVIP programs, and vice versa, and recruiting new volunteers.

C. Reach out to larger audiences through more “low-touch” communications.
   1. Create a monthly e-newsletter
   2. Daily/weekly update of website
   3. Create more opportunities to include CVIP news and stories in external publications, such as the MSU newsletters/publications, local Lansing chamber, and like organizations.

D. Social networking promotion of programs.
   1. Designate a volunteer and/or intern to post information weekly about CVIP programs and upcoming events in a Facebook page.
   2. Advertise in CVIP materials the Facebook address and encourage people to become fans/friends of the site, so they will receive messages, and have the opportunity to give feedback about their participation.

E. Develop new printed materials about CVIP with overall information and program-specific. This may include language translation, when possible.
   1. Create a new overall CVIP brochure with updated information that can be taken to CVIP and external events, which can also be included in the new student folders in the Fall.
2. Ask for student volunteers to translate the brochure into other languages.
3. Post the brochure online in the website with language translator links (provided free by Google).

Rationale

During the recent SWOT analysis completed by CVIP key stakeholders, many strengths were identified, including high concentration of resources, dedicated volunteers, and strong local and global network. However, the weaknesses identified first highlighted the lack of marketing and the need for a strong CVIP brand.

This was further identified among domestic audiences, and that there is a need for promoting CVIP and its programs for two different populations. One comment was that CVIP didn’t serve the “Greater Lansing community as much as the MSU community.”

The above goal and objectives focus on more marketing activities and communications with potential and existing program participants. The recommendations are not to just do more, but to utilize various kinds of communications to expand outreach and increase frequency.

Current Status

Currently, audiences learn about CVIP and its programs through its website, informational folders given out to international students that include CVIP brochures, e-mails sent to students from OISS about programs, activities with student and community groups, and word of mouth. Also the annual Global Fest reaches out to many new people, as well as to past participants. Churches that work with CVIP also help raise awareness.
**Resource Management Goal**

*Ensure that sufficient resources (financial, property and human) are available to meet the program needs of CVIP.*

*(This is based on assumption we become a 501 (c) 3)*

**Objectives**

A. **Financial:**
   Create a development plan that results in the following:
   - Annual giving program that grows to 50 donors and $4000 annually.
   - Grant revenue growing to $3000 annually.
   - Business partnerships/ sponsorships of $1500 annually.
   - A “cost sharing plan” for departments/ partners internal to MSU.
   - 50th anniversary special event that also serves as a fund raiser ($2500)

B. **Property:**
   1. Evaluate property needs and resources available currently.
   2. Identify and explore additional property needs as programs change.

C. **Human:**
   Develop a plan to support a part time CVIP manager to perform and provide oversight to centralized, administrative functions – ie. Volunteer management system, marketing initiatives, maintenance of historical program records, fund development record keeping.

**Rationale**

Until we are able to receive charitable gifts, it will restrict our ability to raise funds through grants and individual gifts, which then also limits our opportunities for growth. Even then, financial growth will be conservative.

Most of the long term CVIP members live on fixed incomes. Grant money will be slow to identify until data is available to support the need, and local grant money is primarily used currently to support basic human needs. Non local grant relationships can take years to develop, and we will be most successful if we partner with an internal unit and receive revenue through a cost sharing or “sub-contractual” agreement. There are several local businesses that could have an interest in partnering or sponsorships but we will have to carefully craft a suitable “return on investment” for them.
The addition of a staff person to help provide coordination and oversight will contribute to sustained growth. Volunteers will still however be responsible for program implementation and the role of the board president will remain unchanged.

**Current Status**

Currently, there is no system in place to collect and utilize monies for general administrative or even program funds, except the scholarship fund. CVIP does not have the required IRS status to allow them to solicit and receive contributions identified as “charitable”.

Money may be informally and sporadically collected by a specific program and then used to support that program – ie. donation jar at the Lending Center. Money collected is then used to buy parts for lamps to be loaned out.

A budget will need to be developed and generally accepted accounting standards will also need to be followed.

**Action Plan for “Resource Management”**

*Ensure that sufficient resources (financial, property and human) are available to meet the program needs of CVIP.*

Assuming that CVIP is approved for IRS 501 © 3 status:

Develop foundation for future financial stability:

1. Develop membership categories (e.g. “Friend of CVIP”)
2. Explore opportunities for grants
3. Identify sponsorship opportunities and secure 4 corporate sponsors
4. Use the 50th to launch fund raising initiative – (i.e. a special reception with the guest or guests of honor for high level donors)
Organizational Structure and Management Goal
To ensure that the organizational structure can adequately sustain its programs.

Objectives

A. Membership
1. Develop detailed definitions of CVIP membership categories, including eligibility and responsibility criteria.
2. Develop a data base system for CVIP programs that automatically moves data from the online application forms into a “screening” data base where bogus or incomplete applications can be culled. Authentic applications would then be forwarded to the appropriate program chairs and to the CVIP membership data base.

B. Tech Support
1. Develop the ability of the CVIP office to catalog and store digital records and documents (program evaluations, job descriptions, board meeting minutes, annual reports, etc.).
2. Create an effective online appeal for donations on the CVIP website.
3. Revise the online application process to make it easier and to accommodate a variety of volunteers, including American MSU students.

C. Financial Systems
1. Establish CVIP as a 501(c)3 corporation, authorized to accept tax-free donations.
2. Consider the pros and cons of charging dues for CVIP membership.
3. Develop guidelines for receiving and handling funds from grants, subcontracts, and other sources of revenue.

D. Affiliations and/or Partnerships
1. Construct guidelines for building desirable partnerships and/or affiliations with other internationally-oriented organizations in the Greater Lansing community.
2. Strengthen the existing function of CVIP members serving as liaisons to various organizations (MSU Retirees, Lansing Kiwanis, LATTICE, etc.) by having regular reports to the Board.

E. Review of Organizational Structures
1. Establish a committee to perform an annual review of the CVIP Constitution and By Laws and to recommend needed updates and revisions to the Board.
2. Evaluate the performance of the Administrative Services Committee on an annual basis.
3. Determine how the Administrative Services Committee is constituted and its members assigned.

**Rationale**

1. Membership: In order to control costs relating to the number of CVIP members, it is advisable to establish eligibility and responsibility criteria for membership, especially if dues are to be charged.

2. Tech Support: The CVIP office could serve as a clearinghouse for all of the organization's documents and records, which would be stored on the office computer (with back up) and made available to the Board on request. As more and more MSU students become involved with CVIP, categorical changes should be made to the application process and membership list to efficiently differentiate them from volunteers from the community.

3. Financial Systems: To maintain CVIP and its programs in an uncertain financial future, it is prudent to provide a means to self-sufficiency, should the need arise. Fund raising through gifts and grants would be more feasible as a 501 (c)3) corporation.

4. Affiliations/Partnerships: CVIP should have clear guidelines with respect to forming effective affiliations or partnerships with other organizations. The liaison function served by certain members of the Board should be clearly defined so that every liaison member knows what his/her role and responsibilities are.

5. Review: In order to sustain the Administrative Services Committee and provide for the succession of its members/chairs, we need a clear statement defining the Committee structure, the number of members/chairs, the assignment of new members to the Committee, and the evaluation process. The Constitution and By Laws form the framework of CVIP and its programs; as such, these documents should be reviewed at least annually to keep them up to date.

**Current Status**

The framework of the present organizational structure of CVIP is based on the CVIP Constitution and By Laws. It should be noted that these documents do not provide adequate guidelines for the following:

1. **Membership**: The CVIP Constitution/By Laws define membership in CVIP as being “open to all persons who have indicated their willingness to accept the purpose of the organization and who wish to contribute through service or gifts.” At present, a member is anyone who has expressed an interest in CVIP, has donated time, money or material gifts to CVIP, or has participated in any of our
programs. All of these receive the CVIP Newsletter and other mailings without cost.

2. **Tech Support:** The CVIP website supports our programs by offering program information, event scheduling, and online applications, in addition to one page giving information about donating to CVIP. The office computer is set up to store some digital records and documents but little has been stored up to this time.

3. **Financial Systems:** The CVIP office handles donations (mailed checks) to CVIP and the Scholarship Fund and forwards them to the CVIP Treasurer or the Scholarship Committee. All other funding is handled by OISS.

4. **Affiliations/Partnerships:** CVIP has a number of affiliations with like-minded organizations, some of whom have representatives that report sporadically of their activities at Board meetings. In addition, some Board members have served as liaisons to other groups but are not called on to report to the Board.

5. **Review:** In recent years a review of the Constitution and By Laws has been done every five years or so, as needed. No serious attempt has been made to perform the annual update of CVIP Programs as required in the By Laws. There is no process for assigning volunteers to serve on the Administrative Services Committee nor is there any required evaluation of the Committee.

**Action Plan for “Organizational Structure and Management”**

**Objectives**

**A. Membership**

1. Develop detailed definitions of CVIP membership categories, including eligibility and responsibility criteria.
2. Consider the pros and cons of charging dues for CVIP membership.

**B. Tech Support**

Develop the ability of the CVIP office to catalog and store digital records and documents (program evaluations, job descriptions, board meeting minutes, annual reports, etc.).

**C. Financial Systems**

Establish CVIP as a 501©3) corporation, authorized to accept tax-free donations.
D. Affiliations and/or Partnerships
   Strengthen the existing function of CVIP members serving as liaisons to various organizations (MSU Retirees, Lansing Kiwanis, LATTICE, etc.) by having regular reports to the Board.

E. Review of Organizational Structures
   1. Establish a committee to perform an annual review of the CVIP Constitution and By Laws and to recommend needed updates and revisions to the Board.
   2. Evaluate the performance of the Administrative Services Committee on an annual basis.
   3. Determine how the Administrative Services Committee is constituted and its members assigned.