



COOK NATIVE AMERICAN MINISTRIES FOUNDATION

STRATEGIC PLAN
2024 – 2027

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OVERVIEW

Cook Native American Ministries Foundation (CNAMF) is the result of a legacy rooted in the 1870's by Reverend Charles H. Cook, who lived and worked amongst the Akimel O'odham in Sacaton, Arizona. He gained respect for his many years of service to Native people and is most recognized for establishing the Cook College and Theological School in Tempe, Arizona.

Today, Cook Native American Ministries Foundation is a flourishing 501(c)3 public charity that provides grants to small and emerging community-based organizations, churches, tribal communities and Native urban centers across the country.

Cook Native American Ministries Foundation (CNAMF) is positioned to continue this legacy and be an inspiration and support for the next generation of American Indian leaders. CNAMF continues to examine innovative avenues to assist those in need and grow our base of American Indian leaders in church, business, politics, and civic and social service.

EXECUTIVE SUMMARY

KEY FINDINGS

The past five years have been a time of reflection, planning, learning and reorganization. The financial, management and organizational variables have been stabilized and this plan will allow CNAMF to map a course for the next three years as we continue to advance our outreach and programs and cultivate a robust donor base to sustain our operations.

Mission Statement

Cook Native American Ministries Foundation equips and empowers Native Americans to better serve their churches and communities.

Vision Statement

ACTIVATING PARTNERSHIPS TO EMPOWER NATIVE COMMUNITIES

The vision of Cook Native American Ministries Foundation is to further Christ's mission by developing and implementing long lasting programs and services that positively impact and advance Native communities and those we serve, nationally.

Core Values

- Retain God's teachings as a guiding principle
- Serving with respect and integrity
- Demonstrating leadership and collaboration
- Valuing inclusiveness and diversity

GOALS AND STRATEGIES

1.0 - To realize exemplary leadership, updated books and records

Strategic Approach

To fulfill CNAMF's primary mission, the organization must have exemplary leadership on its board and staff where transparency is practiced, with accurate bookkeeping and timely, regular financial audits. This allows CNAMF to maximize gift and grant potential and build relationships with its stakeholders and partners.

Excellent governance requires proper board structure, board member skills, diversity, and succession planning. Similarly, management must have proper organizational structure, leadership skills and diversity.

Books and records are required to demonstrate to stakeholders that CNAMF is a good steward of resources, transparent with information, and can be trusted.

Section 2.0 - Strengthen relationships with Native communities and churches

Strategic Approach

CNAMF's mission is to serve American Indian communities and churches. With a desire to serve effectively, CNAMF must cultivate trusted relationships with these communities. Once established, CNAMF must seek to understand the opportunities and challenges faced by these communities, as well as their needs and resources. Once understood, CNAMF can identify grant-giving opportunities to leverage opportunities and address challenges within these communities.

Process / Projects to achieve goal

2.1 Board and staff commitment to face-to-face meetings with Native American communities and churches.

Project Champion: Executive Director/Program Manager

Timeline: Ongoing

GOALS and STRATEGIES

2.2 Documented understanding of community and church challenges and opportunities

Project Champion: Executive Director/Program Manager

Timeline: Ongoing

2.3 Develop and implement a formal grant request proposal system for new initiative church building repair fund

Project Champion: Program Manager

Timeline: Ongoing

2.4 Implement process to monitor grants given and the impact of the grants as compared to the grant proposals

Project Champion: Program Manager

Timeline: Ongoing

2.5 Increase grant funding by 7-10% annually.

Project Champion: Executive Director/ Program Manager

Timeline: Ongoing

Section 3.0 - Develop educational resources and delivery system

Strategic Approach

CNAMF's mission statement states it is committed to equip and empower American Indians/Alaska Natives to transform and serve their churches and communities. The development of educational resources and a delivery system that advances this mission is an important part of equipping and empowering tribal people. This allows CNAMF to highlight its original foundation by providing educational resources for Native churches and ministries. It is critical that CNAMF continue a regular dialogue with American Indian/Alaska Native communities to understand their priorities and needs. A clear objective from the 2019 summer focus groups is to dedicate resources to youth engagement in church ministries and communities. CNAMF will actively identify additional resources to help facilitate the creation and delivery of educational resources to Native communities including organizational development, nonprofit development training, and location of outside grant resources.

GOALS and STRATEGIES

Process/Projects to achieve goal

3.1 Continue regular dialogue with Native American communities to determine proper resources to connect them with.

Project Champion: Executive Director/ Program Manager

Timeline: Ongoing

3.2 Identify a user -friendly core curriculum model based on stakeholder input, including educational resources focused on church visioning and planning, nonprofit resources, financial planning, increasing youth participation, and maintaining cultural heritage.

Project Champion: Executive Director/Program Manager

Timeline: Year two

3.3 Based on educational concepts identified, develop and/or edit content for core curriculum courses.

Project Champion: Program Manager/Executive Director

Timeline: Year two

3.4 Determine and implement a culturally based delivery system for courses. Some courses might be delivered via e-learning platforms, and some might be in-person. Identify external organizations/partnerships that might have resources to assist.

Project Champion: Program Manager

Timeline: Year two and Year three

3.5 Pilot the courses to determine effectiveness. Modify as necessary.

Project Champion: Program Manager

Timeline: End of year two and year three

3.6 Once courses are finalized, determine implementation plan.

Project Champion: Program Manager

Timeline: Year two

GOALS and STRATEGIES

Section 4.0 - Maintain an up-to-date communications plan

Strategic Approach

CNAMF has undergone a transformation in the last ten years. New board and management leadership has led to a new mission, vision and operating model. While these changes are critical to the ongoing sustainability of CNAMF, they have led to a lack of awareness or uncertainty among donors and constituents of CNAMF's programs. CNAMF must work regularly to maintain a current communications plan to provide clarity about its mission, vision and programs. For donors, CNAMF must develop a strong and effective case for support that informs donors of why their gifts are critical to CNAMF and the great impact this has on Native churches and communities.

Process/Projects to achieve goal

4.1 Expand outreach to constituency to strengthen brand identity

Project Champion: Executive Director/Program Manager

Timeline: Year two

4.2 Identify proper channels to reach intended constituents

Project Champion: Program Manager

Timeline: Ongoing

4.3 Maintain comprehensive communications plan that includes a calendar, messaging and channels, and active participation in social media platforms, Facebook and Instagram. Develop a case for support to be presented to donors.

Project Champion: Program Manager/Independent Consultant

Timeline: Year one and Year two

GOALS and STRATEGIES

4.4 Expand community outreach to continue to grow Charles Cook Legacy Fund. Identify major gift prospects and an approach to engaging them. Distribute newsletters, solicitations, etc. to donors and prospective donors informing them of the case for support, stories, testimonials, and the ask for a gift.

Project Champion: Executive Director

Timeline: Ongoing

4.5 Develop and implement a planned giving program to support a church repair fund for churches on tribal lands

Project Champion: Executive Director/Program Manager

Timeline: Year three

Section 5.0 - Systems and processes

Strategic Approach

CNAMF must examine processes, systems, workflow and workload with the objective of streamlining and simplifying to accomplish its strategic goals. With current workloads and the goals of this strategic plan, time must be efficiently utilized to focus on CNAMF's strategic goals and on building relationships with stakeholders. This strategic goal must be a priority to allow the board and staff to effectively focus on their objectives and other strategic goals.

Systems and processes should be reviewed with a focus on:

- Furthering the organization's mission
- Clarifying roles and responsibilities
- Improving the quality and accuracy of information
- Simplifying, and
- Operating in a financially viable manner.

Process/Projects to achieve goal

5.1 Define and clarify roles for board and staff

Project Champion: Executive Director

Timeline: Year one and Year Two

GOALS and STRATEGIES

5.2 Develop a disciplined approach to understand critical business processes.

Project Champion: Executive Director

Timeline: Ongoing

5.3 Maintain a continuous process improvement program and a collaborative work environment.

Project Champion: Executive Director

Timeline: Ongoing

5.4 Review systems to determine if they meet the business objectives. Ensure systems properly maintain security of information.

Project Champion: Executive Director

Timeline: Ongoing

STRATEGIC FLOW AND IMPLEMENTATION

Year One – CNAMF’s primary goal will be to **position** itself among the constituent, philanthropic and funding communities. The goal will be achieved utilizing the following key concepts:

- Examine and redesign
- Enhance Infrastructure
- Initiate and Plan
- Position and Promote
- Engage Community
- Raise Awareness

Year Two – CNAMF will focus on efforts to **promote** the organization by implementing the Strategic plan, highlighted by initiatives that will:

- Expand networks
- Engage new funders and grow our funds
- Validate findings to work toward promoting the organization
- Establish value
- Raise awareness

Year Three – CNAMF will **establish** itself as a viable contributor to the philanthropic and religious community. This will allow us to:

- Review successes (revisiting the SWOT analysis method)
- Expand outreach
- Promote thoughtful leadership
- Engage new partners
- Secure new funding
- Grow funds
- Update Strategic Plan to look towards a five-year plan

SWOT ANALYSIS

STRENGTHS: What are the strengths of CNAMF?

Strengths are factors or attributes of CNAMF that help to achieve its goals and objectives.

- Legacy
- History
- Based in an area with a large Native population
- Bold change in the past
- Open to focus on new initiatives
- Faith based
- Board and staff knowledge and passion
- Financial resources

WEAKNESSES: What are the weaknesses of the CNAMF?

Weaknesses are factors or attributes of the CNAMF that may be harmful or prevent CNAMF from achieving its goals.

- Board succession planning
- Adequate relationship with high numbers in Native communities and churches
- Recognition of changing society and better delivery system
- Development system
- Communication with donors and communities

SWOT ANALYSIS

OPPORTUNITIES: What are the opportunities related to the CNAMF?

Opportunities are factors or conditions that would help CNAMF achieve its goals and objectives.

- Build partnerships with Tribes, Non-profits, churches from other denominations
- Additional resources including staff
- Receiving more outside gifts and grants
- Build partnerships with ASU, GCU, NAU and Arizona Community Foundation
- Grant making organization
- Develop a series of mini workshops focused on lay leadership
- Increase Native American participation in churches/ministries
- Numerous partners to collaborate/work with
- Unmet needs with an increasing audience
- Great thirst – lots of seekers
- Faith-based values are strong
- Re-introduce and create awareness with denominations, alumni, donors, and Native organizations

SWOT ANALYSIS

THREATS: What are the threats related to the CNAMF?

Threats are factors or conditions that are harmful or may prevent CNAMF from achieving its goals.

- Lack interest – fighting against cultural changes
- Institutional racism and perception of Native communities
- Youth equate institution's role to colonization
- Competition for funding dollars
- Funding restricted as some corporations do not give to faith-based organization
- Church in decline as a center of influence
- Number of existing Native American charities – competition for dollars and resources