

GREAT STRIDES

CYSTIC FIBROSIS FOUNDATION



Central New York Chapter

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Executive Summary:

Project Overview:

In 2016, the Cystic Fibrosis Foundation's (CFF) Central New York Chapter (CNYC) fell significantly short of its fundraising goal due to its limited staff capacity and tight resources. Consequently, this put the Chapter in danger of shutting down the walk. The CNYC asked the Capstone team to help meet three needs: (1) promote the 2017 Ithaca Great Strides Walk (GSW) event; (2) recruit sponsorship teams; and (3) increase the Chapter's exposure throughout the local community. To meet their client's needs, the Capstone team was actively involved in the Chapter's GSW event management. The team was held accountable for securing food donations from local businesses, securing volunteers, and designing GSW posters.

Background on Cystic Fibrosis:

Cystic Fibrosis (CF) is a genetic disease that causes persistent lung infections and respiratory challenges.¹ People who are diagnosed with CF have a defective gene that causes mucus build up mostly in their lungs and pancreas. Once in the lungs, the mucus buildup blocks airways and traps bacteria. For anyone with CF, this is problematic because it leads to lung damage, respiratory failure, and infections. In the pancreas, the mucus buildup prevents the release of a digestive enzyme that allows the breakdown of food and absorption of vital nutrients.

Breakthrough treatments have added years to the lives of people with CF. Today, the predicted median survival age is 40 in the United States. Thanks to the CF Foundation, there are more than 120 nationally accredited care centers staffed by dedicated healthcare professionals committed to providing CF care and specialized disease management. Today, the Foundation is not only focused on developing new lifesaving CF therapies, but also continuously researching and advocating for a permanent cure. To date, the advancements in CF research and care have helped many people with CF live long enough to pursue their dreams of higher education, marriage, and starting a family.

CFF Central New York Chapter:

The CFF Central NY Chapter is one out of the 70 integral CF Chapters in the nation that have been working towards raising funds to support the search for a CF cure. Currently, the CFF Central NY Chapter operates under three staff members: Amy Spranger, Executive Director;

¹ "Cystic Fibrosis Foundation." About Cystic Fibrosis | CF Foundation. N.p., n.d. Web. 15 Feb. 2017.

Kristin Earle, Development Director; and Tracy Marino, Operations Specialist. Sustaining funds has been a challenge that the Chapter has faced due to limited staff capacity and lack of established volunteer committees for its fundraising events. The Central NY Chapter office members work closely with CFF Team Leaders and CF families to create a fundraising plan that is comfortable for each patient. Components of the tailored fundraising strategy can include a letter-writing campaign, social media push, workplace fundraising (for example, candy sales, bake sales, and department penny wars), and working with local businesses to sell charity pin-ups.² Stressors that occasionally arise for staff members are situations when Team Leaders put off fundraising, recruiting volunteers, or fail to execute plans.

Great Strides Walk:

The Great Strides Walk (GSW) is the Foundation's largest national annual fundraising event. More than 125,000 people across the nation come together to locations in their communities to walk three miles in support the CF Foundation's mission to raise awareness and cure CF. The money raised through the GSW event goes towards funding innovative CF research and drug development. The GSW is a public event that welcomes community members to participate. The 2017 Ithaca GSW event was held at Stewart Park's Small Pavilion in Ithaca, NY on Sunday, April 30th. The Central NY Chapter's GSW event in Ithaca had a fundraising goal that was set to \$15,525 by the Foundation based on the population of the area and past fundraising performance.

CIPA Capstone Team's Involvement with GSW Planning Process and Rollout:

On February 10th, 2017, the Capstone Team met with the CNYC Development Director, Kristin Earle, to get a better understanding of the Chapter's needs. From that meeting, the capstone team learned that the Chapter needed assistance with recruiting volunteers; volunteer management; securing sponsors for food and beverage donations; and executing the GSW rollout the day of the event. To meet their client's needs, the Capstone team was heavily involved with the Chapter's GSW project and event management. Specifically, the Capstone team (1) recruited volunteers and GSW participants from Cornell University's Field Hockey and Cornell Public Affairs Society; (2) helped raise 25% of the fundraising total; (3) secured food contributions from Wegman's and Domino's Pizza; (4) increased the chapter's exposure in Ithaca by collaborating with Collegetown Bagels to create the "Great Strider" sandwich;³ (5) developed a GSW pre-fundraising event plan; and (6) conducted research on the best practices on volunteer management and effective funding models for nonprofits.

Situation Analysis:

The lack of Cystic Fibrosis core staff capacity and competing regional walks makes it difficult to successfully plan the Great Strides Walk in Ithaca without additional volunteer planning and support. For example, the Great Strides Walk required food and beverage

² Charity pinups are scannable papers sold at local business' registers. The cashier at the register typically scans the barcode on the pinup. This process allows the business to process the customer's donation and enables the business to report the donation to the nonprofit.

³ The week after the GSW event, \$1 from each Great Strider Sandwich sold will be donated to the CFF.

donations, and these were difficult to procure without pre-existing relationships with community partners or an event budget. Moreover, as there are relatively few CF families in Ithaca, there is an undue burden on regional CF families to help plan and participate in the charity event. Ultimately, the walk is at risk of being moved out of Ithaca in the long run.

Methodology:

The Capstone team conducted a literature review of the best practices for nonprofit organizations when planning promoting, and executing a charity fundraising event. Based on the research, the team evaluated the current capacity at Central New York CFF and highlighted the findings that are the most relevant for expanding the Great Strides Walk. The team also contacted Kristin Earle, the Development Director during an informational interview to learn more about the capacity systems currently in place within the organization to help inform how the current academic literature might best be implemented to help make the GSW more sustainable moving forward.

Findings Overview:

1. Single source funders are the best way to scale, but grass roots campaigns are more reliable. Cultivating relationships with large-scale funders takes time and additional resources, but emotional appeals from personal contacts, who are familiar with the disease, builds the capacity of potential donors, albeit at smaller rates of giving.
2. Organizations that conduct ongoing stakeholder analyses are more likely to fulfill missions. Internal evaluation processes are critical to gauge whether the needs of key stakeholders are being met consistently over time, as relationships and resource allocations change.
3. “Interactional Volunteer Management” (IVM) leads to desired volunteer outcomes. Compared to the “human resources management” approach, where volunteers are treated as though they are an extension of the workforce, IVM leads to greater volunteer retention rates and higher levels of satisfaction with the individual volunteer experiences.

Recommendations:

1. For the 2018 Great Strides Walk (GSW), Ithaca can partner with surrounding communities like Courtland, NY to maximize the regional resources in the area. The new walk could be re-branded as The Finger Lakes Great Strides Walk and locations can rotate every year.
2. Cornell University has passionate, educated healthcare and nonprofit management students that can be utilized to develop a realistic GSW budget and raise funds prior to the event.

3. The CIPA Capstone team can produce a strategic fundraising and planning report to capture insights and best practices gleaned from 2017 GSW to pass onto the next planning committee.
4. The CFF Central NY Chapter can partner with regional CF families to develop champions for the 2018 Ithaca GSW and tap into the altruistic Ithaca community to expand the event.
5. The CFF Central NY Chapter can increase its capacity by designing and implementing a volunteer program. The program would provide the Chapter with a structure for meeting its organizational goals without remuneration.
6. A 2018 Ithaca GSW Planning Committee can be created to leverage current relationships in Ithaca. Volunteers should be used to bridge the gap amongst the Chapter, Ithaca CF families, and future Cornell Capstone teams.

Project Overview:

In 2016, the CFF Central New York Chapter fell significantly short of its fundraising goal due to its limited staff capacity and tight resources. Consequently, this has put the GSW in danger of being discontinued in Ithaca. The Central New York Chapter asked the Capstone team to help meet three needs: (1) promote the 2017 Central New York Great Strides Walk (GSW) event; (2) recruit sponsorship teams; and (3) increase the Chapter's exposure throughout Ithaca.

To meet their client's needs, the Capstone team was actively involved in the Chapter's GSW event management. The team was held accountable for developing a theme for the event and organizing appropriate themed activities; securing food donations from local businesses; developing strategic fundraising event plans; securing volunteers; creating a GSW Snapchat geo-filter; and designing GSW merchandise.

This report first provides background on cystic fibrosis, the history of the Cystic Fibrosis Foundation (CFF) and the Great Strides Walk (GSW). To address the Chapter's challenges with limited staff capacity and tight funding resources, themes highlighted throughout the report include nonprofit funding models, best practices for volunteer management, and strategic stakeholder engagement. The report concludes with a pre-GSW fundraising plan and recommendation on how the Central NY Chapter can engage youth by expanding its social media efforts.

Background:

More than 70,000 people worldwide are living with CF, and half of this population is 18 or older. Cystic Fibrosis (CF) is a complex disease that affects each person differently. The severity of its symptoms depends on a range of factors such as the age of diagnosis and environmental exposures. Because the type and severity of CF symptoms vary from person to person, CF treatment plans are tailored to each patient's unique circumstance.

Cystic Fibrosis is a genetic disease that causes persistent lung infections and respiratory challenges.⁴ Individuals who are diagnosed with CF have a defective gene that causes mucus build up mostly in their lungs and pancreas. In the lungs, the mucus buildup blocks airways and traps bacteria. For anyone with CF, this is problematic because it leads to lung damage, respiratory failure, and infections. In the pancreas, the mucus buildup prevents the release of a digestive enzyme that allows the breakdown food and absorption of vital nutrients.

⁴ "Cystic Fibrosis Foundation." About Cystic Fibrosis | CF Foundation. N.p., n.d. Web. 15 Feb. 2017.

People with CF have two copies of a defective CF gene. One copy is inherited from one parent, and a second from the other. Each parent is a carrier of the CF gene, but they do not have the disease. When two carriers have a child, chances are 25% that the child will have CF; 50% that the child will not have CF, but will be a carrier; and 25% that the child will neither be a carrier nor have CF. Breakthrough treatments have added years to the lives of people with CF. Today, the predicted median survival age is 40. Thanks to the CF Foundation, there are more than 120 nationally accredited care centers that are staffed by dedicated healthcare professionals who are committed to providing CF care and specialized disease management. Today, the Foundation is not only focused on developing new lifesaving CF therapies, but also continuously looking and fighting for a life long cure. Because of the advancements in CF research and care, many people with CF are living long enough to pursue their dreams of higher education, marriage, and starting a family.

History of the Cystic Fibrosis Foundation (CFF):

People do not give to diseases. They give to people. Money buys science, and science buys life. If people can appreciate that, they will stay with us.

-Bob Beall, 2009

For the past twenty-one years, Bob Beall has served as the president and CEO of the Cystic Fibrosis Foundation (CFF). During his tenure, the organization saw unprecedented growth and development in the research and treatment options for patients suffering from the disease as the organization gained strength and transformed from a loose association of passionate local chapters to a centralized research institution that closely resembled a full-service biotech

company devoted to curing CF.⁵ Beall's innovative strategic vision to partner with larger biotech companies led to the development of "venture philanthropy" resulting in the discovery of new treatment techniques such as the CFF Therapeutics Pipeline and the CFTR Modulator Discovery pipeline. These revolutionary CF interventions increased the average life expectancy to 37.8 years and demonstrated Beall's unwavering commitment to improving the quality of life to those affected by CF.⁶ On December 31, 2015, Beall resigned from his position after more than thirty-five years with organization passing the leadership responsibilities to his successor Dr. Preston W. Campbell III, who has worked alongside Beall for the last twenty years. Dr. Campbell must now decide which strategic vision to adopt to continue to build on the legacy that Bob Beall helped instill in making CFF one of the most innovative nonprofit organizations operating today.

The Cystic Fibrosis Foundation must design new strategic initiatives aimed at preventing burn-out and fatigue, both internally amongst key development staff and externally from potential donors who may find other nonprofits more appealing as charitable giving options. Working to raise money for CFF is often a "labor of love," and in the past, Beall and his executive team would insist on hiring passionate employees who were willing to match his drive by routinely working 70-hour work weeks.⁷ The overall success of the CFF from the Beall administration resulted in unprecedented breakthroughs in improving patients' life expectancy

⁵ KAPLAN, ROBERT STEVEN, and SOPHIE HOOD. *Bob Beall at the Cystic Fibrosis Foundation*.

⁶ "Cystic Fibrosis: MedlinePlus Medical Encyclopedia."

⁷ KAPLAN, ROBERT STEVEN, and SOPHIE HOOD. *Bob Beall at the Cystic Fibrosis Foundation*.

from one year in 1950 to almost forty years today.⁸ The move to internally develop research centers and partner with biotech firms like Vertex were just two examples of the innovative strategic decisions that helped the CFF scale up to expand the services provided to patients. However, these recent accomplishments have also made donor fatigue and complacency more commonplace, and CF Fundraising and Development staff has to work harder to prevent people from turning to other charities. One CF patient summed up the sentiments, stating:

“The success is doing incredible things, but then again the urgency may be less. I want to live my life. I’m kind of tired of trying to fight this cause that I’ve been passionate about my whole life. I’d like to live a little more.”⁹

Beall acknowledged the predicament by stating that “raising money is a hard business, I spend about 20-30% of my time fundraising.”¹⁰

CFF Central NY Chapter:

The CFF Central NY Chapter is one out of the 70 CF Chapters in the nation that have been working to raise funds to support the search for a CF cure. Currently, the CFF Central NY Chapter operates with three staff members: Amy Spranger, Executive Director; Kristin Earle, Development Director; and Tracy Marino, Operations Specialist. Sustaining funds has been a challenge for the Chapter, due to limited staff capacity and the lack of established volunteer committees for its fundraising events. The Central NY Chapter staff members first work with CF families to create a fundraising plan that is comfortable for them. To ensure that the objectives of the family’s fundraising plan are met, staff members work closely with CFF Team Leaders who

⁸ “Cystic Fibrosis: MedlinePlus Medical Encyclopedia.”

⁹ KAPLAN, ROBERT STEVEN, and SOPHIE HOOD. *Bob Beall at the Cystic Fibrosis Foundation*.

¹⁰ KAPLAN, ROBERT STEVEN, and SOPHIE HOOD. *Bob Beall at the Cystic Fibrosis Foundation*.

are held responsible for making sure that the different components and objectives of family's fundraising plan are successfully met. Components of the tailored fundraising plan can include a letter-writing campaign, social media push, workplace fundraising (ex. candy sales, bake sales, and department penny wars), and working with local businesses to sell charity pin-ups. Stressors that occasionally arise for staff members are situations when Team Leaders are not reliable. For example, relying on volunteers who are tied down by their own personal schedules may put off fundraising, recruiting walkers, or fail to execute plans overall.

According to the Central NY Chapter's Executive Director, Amy Spranger, "the Chapter's yearly fundraising goal is based on past year's event revenue with a percentage of growth added on that is calculated by our national office." Spranger also works with the Central NY Field Director to create a realistic budget within the growth parameters that takes into account any events that will be lost or gained within the year. The GSW is a fundraising event that the Central NY Chapter has heavily relied on to raise funds. In 2015, the Chapter held eight walks and was able to raise \$269,219. In 2016, the Chapter held six walks and was able to raise \$270,227. For 2017, the Chapter's fundraising goal has been set to \$286,440—a 6% increase from last year's goal.

Great Strides Walk:

The Great Strides Walk (GSW) is the Foundation's largest national annual fundraising

event. More than 125,000 people across the nation come together to locations in their communities to walk three miles in support of the CF Foundation's mission to raise awareness and cure CF. The money raised through the GSW event goes towards funding innovative CF research and drug development.

The GSW is a public event that welcomes everyone to participate. To be a GSW participant, people can register to (1) join a national corporate team¹¹ (2) join a national family team or (3) start their own family team through their state's local CF Foundation chapter. It should be noted that participants also have the opportunity of creating their own regional corporate team if they are in a region that has fewer national corporate entities, but fairly large local entities. For example, in the Ithaca region, one can develop a team for local entities such as Cornell or Cayuga Medical Center. After registering for a team, the GSW participant works towards the team's set fundraising goal by asking their friends and family to either register to walk with their GSW team or make a donation.

The CF Foundation's Central NY Chapter's GSW 2017 event was held at Stewart Park in Ithaca, NY on Sunday, April 30th. The Central NY Chapter's GSW event in Ithaca has a fundraising goal that has been set to \$15,525 by the Foundation based on the population of the area and past fundraising performance. Ithaca's top Striders included members from the Cornell Field Hockey Team, Cornell Public Affairs Student Government (CPAS), and Cornell Institute of Public Affairs Domestic Capstone.

Fundraising:

Tax-exempt charitable contributions of individuals and corporations are the primary

¹¹ As of today there are 39 national corporate teams.

source of revenue for 501(c)(3) nonprofit organizations (NPOs).¹² The motivation behind charitable giving differs slightly between individuals and organizations or corporations.

Individuals make donations to nonprofit organizations to express thanks, to further a mission or cause which they champion, as the result of group pressure, or simply because they were asked.¹³

Corporations are motivated to give to NPOs to express corporate citizenship and to invest in communities as the result of a sense of “social responsibility,” often with the added benefit of expanding marketing, sales, and profitability.¹⁴ Regardless of where the contributions are coming from, however, the strategies for appealing to individual and corporate donors are the same:

- The “foot-in-the-door” approach starts with a request for a small financial gift, followed by a larger request during the next funding cycle.¹⁵
- Conversely, the “door-in-the-face” model begins with a very large appeal which is usually refused, only to be followed by a smaller giving plea, which is usually deemed as more reasonable, and therefore, more likely to find the donor receptive to the reduced appeal.¹⁶
- “Modeling” is another fundraising technique that social psychologists have acknowledged as being influential in the field of charitable giving. The theory states that potential donors are more likely to give if they are aware of another

¹² Bryce, Herrington J. *Financial and Strategic Management for Nonprofit Organization*, San Francisco: Jossey-Bass, 2000.

¹³ “Ibid.”

¹⁴ “Ibid.”

¹⁵ “Ibid.”

¹⁶ “Ibid.”

person in their social circle that has made a larger gift.¹⁷

The *Stanford Social Innovation Review* (SSIR) defines a funding model as, “a methodical and institutionalized approach to building a reliable revenue base to support an organization’s core programs and services.”¹⁸ For organizations like the Central New York Chapter of the Cystic Fibrosis Foundation, the “heartfelt connector” funding model is often the most compelling method as it “draws on a large grass-roots donor base with a strong emotional tie to the issue.”¹⁹ Scaling via this model can be challenging, however, as a recent SSIR study which followed the growth of NPO’s since 1970 which had grown to develop endowments larger than \$50 million a year, achieved this feat primarily through a single funding source.²⁰ Individual donations for successful Heartfelt Connectors like the Susan G. Komen Foundation usually average around \$33 per person which highlights the challenges of funding growth for similar nonprofit organizations.²¹ Although, in 2010 The Chronicle of Philanthropy listed the Susan G. Komen Foundation as the 39th most highly funded nonprofit organization in private support with \$350 million, while the Cystic Fibrosis Foundation ranked 163rd with \$119 million.²²

Stakeholder Engagement:

John M. Bryson describes the importance of “strategic management processes that employ a reasonable number of competently done stakeholder analyses” and that “are more

¹⁷ ‘Ibid.’

¹⁸ Kim, Peter, Gail Perreault, and William Foster. “Finding Your Funding Model | Stanford Social Innovation Review.” Fall 2011.

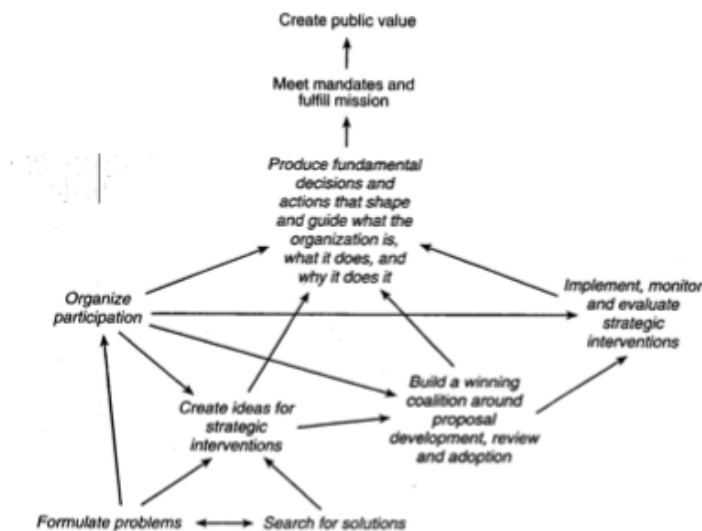
¹⁹ Landes Foster, William, Peter Kim, and Barbara Christiansen. “Ten Nonprofit Funding Models | Stanford Social Innovation Review.” Spring 2009.

²⁰ Foster, William, and Gail Fine. “How Nonprofits Get Really Big (SSIR).” Spring 2007.

²¹ Landes Foster, William, Peter Kim, and Barbara Christiansen. “Ten Nonprofit Funding Models | Stanford Social Innovation Review.” Spring 2009.

²² The Chronicle of Philanthropy. “TOP 400 LARGEST NON-PROFITS OF 2010.” (2010) Web 4 May 2017.

likely to be successful – that, is meet mandates, fulfill missions and create public value – than those that do not,” in his research on stakeholder engagement.²³ Although there are many definitions of the term stakeholder, Bryson views the most comprehensive definition of stakeholders as “the persons or organizations that must somehow be taken into account by leaders, managers, and front line public and nonprofit staff.”²⁴ There are fifteen primary stakeholder identification and analyses techniques that are split between the four categories of organizing participation, creating ideas for strategic interventions, building a coalition around proposal development, review and adoption, and monitoring and evaluating strategic interventions.²⁵



Source: Bryson

²³ Bryson, John M. “What To Do When Stakeholders Matter.” October 2003.

²⁴ “Ibid.”

²⁵ “Ibid.”

For the purpose of attracting more sponsorship teams to the Great Strides Walk, the most relevant stakeholder identification techniques are in “identifying stakeholders and their interests, clarifying the stakeholders’ views of [the Cystic Fibrosis Foundation], identifying some key strategic issues and beginning the process of identifying coalitions of support.”²⁶ Power versus interest grids and stakeholder influence diagrams are two useful tools that can be used to help plot CFF stakeholders in Ithaca.

Volunteer Management:

There is limited empirical academic research into the effective and efficient management of volunteers, but a recent study by researchers at the University of Basel in Switzerland attempts to explore the unique role that volunteers play in organizational development. The study blends qualitative analysis of expert interviews with a preliminary quantitative exploration of survey data. At the heart of the study is the examination of the differences between “functional volunteer management”(FVM), where volunteers are managed using the same traditional HR methods as paid staff, and “interactional volunteer management”(IVM), where volunteers are treated as unique assets within an organization.²⁷ Most volunteer literature is rooted in a functional classic “top-down” human resource management approach which focuses on planning, recruitment, orientation, training, supervision, recognition, and separation.²⁸ As such the research team conducted a regression analysis of data gathered from 339 NPO survey respondents to explore the relationship between FVM and IVM models and the desired volunteer

²⁶ “Ibid.”

²⁷ Studer, Sibylle. “Volunteer Management: Responding to the Uniqueness of Volunteers.” *Nonprofit and Voluntary Sector Quarterly* 45.4 (2016)

²⁸ “Ibid.”

management outcomes.²⁹ The desired volunteer management (VM) outcomes were measured in recruitment and retention of volunteers.³⁰ The study found that there is a statistically significant relationship between IVM and the desired VM outcomes. Studer recommends that volunteer management should be given a strong position within organizations so that there is a vested commitment to future volunteer stakeholder interests.

Similarly, there are relatively few scholarly articles that examine the potentially disruptive behavior of volunteers who break the rules at nonprofit organizations. Molly S. Jacobs conducted an ethnographic study of volunteers working at an animal shelter to investigate the source of these disruptions and to learn how to safeguard against the harmful effects that this behavior can have at an NPO. She concludes that volunteers who break the rules while volunteering at an NPO do so because of structural ambiguity, which can be divided into the subcategories of role ambiguity, rule ambiguity, and volunteer isolation.³¹

When volunteers are uncertain, they become more likely to break the rules and disrupt NPOs. Volunteer role ambiguity often results when volunteers do not have official job descriptions, and the boundaries of the roles of volunteers are unclear. Volunteer rules that are open to interpretation can lead to rule ambiguity. Volunteers perform better if they are engaged with the organization and when they receive high-quality training. Volunteers who are left alone, however, are more likely to engage in disruptive behavior. Jacobs recommends that volunteer managers should provide clear guidance and consistent rule enforcement to prevent the

²⁹ “Ibid.”

³⁰ “Ibid.”

³¹ Jacobs, Molly S. “Why Can’t You Just Follow the Rules? Volunteer Rule Breaking and Disruptive Behavior.” (2017).

disruptive behavior from volunteers.

Nonprofits Usage of Social Media:

Social media usage is beneficial for nonprofit organizations because it helps deepen existing relationships and allows individuals to self-organize around causes through collaboration.³² (Waters 2009) found that nonprofit organizations generally use social media to educate the public about programs and services, and communicate with constituents. However, many nonprofit organizations are still not fully utilizing social media because they are waiting to see how others use this technology.³³

To understand how the CF Central New York Chapter can benefit from fully utilizing social media, we can look to a case study conducted by Briones, et. al on how the American Red Cross³⁴ uses social media to build relationships. In this study, the researchers found that it was important for the American Red Cross to have a two-way communication loop. A national headquarters participant stated that the Red Cross is “very interested in what the general public has to say... If they are unhappy with what the Red Cross is doing, I want to be able to address those issues as quickly as possible. And if they are happy with what we’re doing, I want to make sure our volunteers keep doing that, what they’re doing.” Nonprofits can find motivation in maintaining a two-way communication loop, using social media platforms to interact with the public, knowing that this type of communication enables them to find out how the public thinks the organization can be improved.

³² B. Kanter 4 ways social media is changing the non-profit world (2009,May) Accessed 15.03.17

³³ R.D. Waters The use of social media by nonprofit organizations: An examination from the diffusion of innovations perspective T. Dumova, R. Fiordo (Eds.), Handbook of research on social interaction technologies and collaboration software: Concepts and trends, IGI Publishing, Hershey, PA (2009), pp. 473–485

³⁴The American Red Cross was chosen because they are a forerunner in the non-profit sector that uses social media to correspond with the public.

One of the challenges that the American Red Cross faces is reaching younger audiences and getting them to volunteer. However, the American Red Cross believes that to do this, they must keep an ongoing relevant dialogue with the youth market by using the same tools of communication that they are using.³⁵ The social media tools that the American Red Cross uses are Facebook and Twitter to help manage their volunteer engagement and relationship building. Overall, these platforms have provided an avenue to notify donors and volunteers about upcoming events and volunteer opportunities.

As social media tools become mainstream, nonprofits must update their communication strategies to build relationships and engage with communities. Enabling a two-way dialogue through social media allows nonprofits to receive positive and negative feedback from stakeholders to improve the organization. With the CFF Central New York Chapter's barrier of limited staff capacity, there are few paid staff members with time to execute social media. This dilemma calls for the need for more staff to be assigned social media implementation. Without consistent staff strategically managing social media, it is challenging for organizations to receive a commitment from their public relationships.

Situation Analysis:

The lack of Cystic Fibrosis core staff capacity and competing local walks makes it difficult to plan the Great Strides Walk in Ithaca without additional volunteer planning and

³⁵ Briones, Rowena, Beth Kuch, Brooke Liu, and Yan Jin. "Keeping up with the digital age: How the American Red Cross uses social media to build relationships." *Public Relations Review* 37.1 (2011): 37-43. Science Direct. Web. 11 Mar. 2017.

support. The Central New York CFF Chapter is responsible for coordinating and executing six walks over a five-week period in late April and throughout the month of May which can limit flexibility and hinder attention to last minute changes and site-specific concerns for each walk. As such, it may be difficult for core staff members to analyze competing community events scheduled in direct conflict with each respective Great Strides Walk. Ultimately, fundraising efforts may be limited due to the time constraints and short turnaround between events. These issues are often magnified when volunteers do not turn out as expected due to attrition and incremental weather.

As there are relatively few CF families living in Ithaca, there is an undue burden placed on CF families in the surrounding region to help plan and participate in the charity event, which puts the walk at risk of being moved out of Ithaca in the long run. Each Great Strides Walk site, although located in the central NY same region, has unique challenges specific to the community. Syracuse, NY for example, appears to have a stronger presence of CF families, and when combined with the larger population to recruit from, the city has more community resources than smaller locations such as Ithaca and Binghamton, NY. CF families that reside in-between two walk sites may feel more pressure to attend multiple events which places greater restrictions on their potential fundraising networks as “fatigue” is more common if the same charitable donors are asked to make multiple gifts to support more than one walk over a short period.

The Great Strides Walk requires food and beverage donations which can be difficult to procure without an event budget or pre-existing relationships with community partners. Arguably the largest challenge facing the 2017 Great Strides Walk planning committee was identifying potential donors, cultivating those relationships and eventually making the “ask” by soliciting

donations. Given the hectic nature of the food service industry, small business owners are largely unaware of the Great Strides Walk, let alone the Cystic Fibrosis Foundation and significant investments in donor education are required before businesses feel comfortable donating to the GSW. Finding time to speak with community partners is challenging, and often repeated inquiries and multiple meeting requests have to be arranged before an audience with local business owners is finally secured. Therefore, a small planning committee limits the number of meaningful relationships which can be developed.

Alternative Recommendations:

For the 2018 Great Strides Walk, Ithaca can partner with surrounding communities like Cortland, NY to maximize the local resources in the area. The new walk could be rebranded, “The Finger Lakes Great Strides Walk” to pull in participants from the surrounding cities and townships. By rotating the walk locations every year, the Finger Lakes GSW could slowly build up capacity to maximize the fundraising efforts and reduce the burden on Ithaca to plan and host the event alone. The added benefit from expanding the area served by the new walk would also increase the number of community resources that the event could draw from. Merging walks could allow for greater participant turnout which might result in larger media coverage for the event as well. The downsides to this option include increased coordination between host sites, and momentum loss after particularly successful walks are forced to be moved to adjacent locations the following year.

Final Recommendations:

Designing and Implementing a Volunteer Program:

With only three full-time staff members, the Chapter can significantly benefit from establishing a CFF Central New York volunteer program. As Jeffrey L. Brudney points out, one of the most distinctive features of the nonprofit sector is its ability to harness productive labor through organized volunteer programs. Based on Brudney's findings on how to effectively design and manage volunteer programs, a suggested volunteer program structure that the Chapter can follow is:

Nonprofit Volunteer Program Structure:

1. Recruit volunteers.
2. Screen volunteers and orient them to the CFF.
3. Assign volunteer positions and afford necessary training.
4. Supervise and motivate each volunteer.
5. Evaluate volunteers' performance to assess the efficacy of their placement for themselves and involvement with CFF.

Establishing a CFF Central New York volunteer program would provide the Chapter with a structure for meeting its organizational goals without remuneration.

Before executing the suggested volunteer program structure, it is important that the Chapter first determines why it needs volunteers. Premature calls for "help" can lead to apprehension among paid staff and frustration among volunteers, which would provoke the very

problems volunteerism was intended to solve.³⁶ This scenario must be avoided at all costs because it would only reinforce negative stereotypes about volunteers and ultimately undermine their credibility as a useful service resource. Thus, the chapter must resist the temptation to call in volunteers until the groundwork to facilitate and manage their involvement has been thoroughly thought through and put in place. As Susan J. Ellis (1994) argues in *The Volunteer Recruitment Book*, the foundation for an effective volunteer program is based on a serious consideration by the agency of the rationale for citizen involvement and the development of a philosophy to guide this effort.³⁷ The first step in planning the program should be identifying the reason for involving new participants in the organization and why volunteers are being sought.

Simply stating the mission for volunteer involvement is insufficient. The Chapter should agree on the results to be achieved for their organization by creating an explicit statement of goals that the volunteer program could help advance. This statement would need to define the types of volunteer positions that will be needed and the number of individuals to fill these roles. Secondly, it would need to state concrete objectives that the program can be evaluated by when it is in operation; this is a crucial component of the statement of goals because, just as in any organized effort, evaluation results are instrumental in strengthening and improving the program. Lastly, a statement of the guiding philosophy on the Chapter's decision to implement a volunteer program should also be included. Explicitly stating the guiding philosophy will serve to alleviate

³⁶ Brudney, J. L. (2016) Designing and Managing Volunteer Programs, in *The Jossey-Bass Handbook of Nonprofit Leadership and Management* (eds D. O. Renz and R. D. Herman), John Wiley & Sons, Inc., Hoboken, NJ, USA.

³⁷ Ellis, Susan J. *The volunteer recruitment and membership development book*. Philadelphia, PA: Energize, 1996. Print.

possible apprehensions of paid staff that volunteers may overstep professional prerogatives or threaten job security.

In addition to meeting organizational needs, the volunteer program must also meet the needs of volunteers. Research has shown that volunteer motivations are generally multifaceted and that they can serve a variety of functions for an individual, such as dimensions of values, career, and esteem.³⁸ Overall, understanding volunteer motivations and the functions they perform for individuals can assist the Chapter in recruiting and retaining volunteers; and create a more satisfying experience for citizens who engage in their volunteer program.

Engaging Youth Through Social Media:

Currently, the Chapter uses Facebook and Instagram as its main social media platforms to inform the public about its events. However, to increase the number of external stakeholders reached through social media, it would be beneficial for the Chapter to also include Snapchat in their social media and communication efforts. According to Snapchat International Data, over 150 million people use Snapchat every day to Snap with family, watch stories from friends, and see events from around the world. From that population, Snapchat reaches 41% of all 13 to 34-year-olds in the US.³⁹ Thus, the Chapter can use Snapchat as their social media platform that targets engaging the youth.

One of the most effective ways that the Chapter can advertise its fundraising events to the youth in the Central NY area by is creating Snapchat geofilters.⁴⁰ At least two weeks before any

³⁸ Brudney, J. L. (2016) Designing and Managing Volunteer Programs, in The Jossey-Bass Handbook of Nonprofit Leadership and Management (eds D. O. Renz and R. D. Herman), John Wiley & Sons, Inc., Hoboken, NJ, USA.

³⁹ Nielsen Media Impact, Reach Duplication, Nielsen Total Media Fusion/GfK MRI Survey of The American Consumer 9/1/2015 – 9/30/2015 (Television, Internet, and Mobile)

⁴⁰ Geofilters are special overlays that can only be accessed in certain locations. They communicate the “where and when” of a Snap.

fundraising event, the Chapter can collaborate with Snapchat in creating a designed geo-filter.⁴¹

To do this, the Chapter can either upload their own design or use one of Snapchat's pre-designed templates. After a geo-filter is created, the Chapter must decide when the geo-filter should be activated (this would be the date of the fundraising event) and set a geo-fence for the filter. Once these steps are completed, the Chapter can expect to hear back from Snapchat about the purchase price and confirmation geo-filter launch logistics within one business day. On the day of the fundraising event, Snapchatters that are within the geo-fence of the event will be able to use the Chapter's event geo-filter.

Overall, creating Snapchat geo-filters for CF fundraising events would be an effective way of informing the youth about the Chapter's community activism. Despite the chance that some Snapchatters may not initially know about the event that the geo-filter is advertising, it would spark their curiosity on (1) what the event is about and (2) who the CF Central NY is. If Snapchatters use the CF event geo-filter, send the overlay to their family and friends, and/or post it on their Snapchat story, this would create a rapid domino-like effect in sparking others curiosity. Unlike Twitter and Facebook, Snapchat is not a social media platform that creates a two-way communication loop to provide nonprofits feedback from the public. However, Snapchat is a social media platform that would keep nonprofits relevant on social media trends by relaying their message of activism to new and younger audiences. As society advances its digital communication strategies, it is time for the Chapter to look beyond Twitter and Facebook and embrace Snapchat as a social media platform.

⁴¹ This is done through Snapchat's website: <https://www.snapchat.com/on-demand>

Fundraising Plan:

The CF Foundation's Central NY Chapter relies heavily on the annual GSW event. To increase the funds raised by the Central NY Chapter, we suggest that a series of pre-fundraising local events take place prior to the GSW. By doing so, the Chapter can (1) increase their funds (2) advertise the GSW and how people can get involved and (3) promote near-future CF Central NY Chapter events. Ultimately, rather than only relying on one big community event to unite the community to raise funds, the Central NY Chapter will be able to increase their exposure on a local level by increasing their community engagement through local fundraising events. A modeled example of a pre-fundraising event that future CIPA fellows can help implement is a spring photo shoot. This pre-fundraising event would utilize the Cornell campus and be open to the Ithaca community. (Please refer to Appendix A for the full spring photo shoot fundraising plan)

The Central New York CFF already relies on tiered giving acknowledgments to encourage fundraising for the GSW. Future fundraising efforts should be made well in advance of the 2018 Great Strides Walk to establish a budget to facilitate planning for the event. If each fundraising committee member can follow the giving pyramid below, then money earned can be reinvested in making t-shirts, flyers, posters and additional fundraising events such as happy hours and bake sales to raise more money for the GSW.

Regular donors should comprise the largest targeted giving group. For example, if twenty CIPA Fellows donated \$10 each, then the planning committee could raise \$200 for the CFF. The target audience for major gifts could be ten friends and family members for CIPA planning committee members and suggested amounts for this level could start at \$20. A group of five

CIPA faculty and staff making \$50 donations would raise \$250. Finally, two Lead giving targets of gifts more than \$100 each would result in \$200 total.



Using a Steering Committee to Develop a Sustainable GSW Board:

Recent literature examining capacity investments in NPO's have provided clear evidence that interventions result in improvements in service delivery to clients.⁴² In "Tips for Successful

⁴² Minzner, Amy et al. "The Impact of Capacity-Building Programs on Nonprofits: A Random Assignment Evaluation." *Nonprofit and Voluntary Sector Quarterly* 43.3 (2014): 547–569. Web. 4 May 2017.

Fundraising,” author Emily Davis underscores the importance of identifying board leadership by stating that, “one of the best practices in nonprofit leadership is to make sure that all committees are led by active board members.”⁴³ She elaborates that “board members serve as ambassadors for your organization, both with internal and external networks,” and “having a dedicated board member lead your fundraising committee will help assure smooth communication and follow-through.”⁴⁴

Central New York CFF can partner with regional CF families to develop “champions” for the 2018 Great Strides Walk and tap into the altruistic Ithaca community to expand the event in the future. There is a deep, intrinsic motivation required to become a successful fundraiser, and meeting families to discuss their personal experiences with CF can be a powerful motivating tool for fundraisers.⁴⁵ The steering committee could pass on institutional knowledge for the best practices and planning techniques taken directly from personal experiences of well-organized walks that achieved key fundraising goals. Additional benefits include reduced barriers to entry in the Ithaca community for new planning committee members that cycle into the organization, which would allow for faster training for new volunteers.

CIPA Capstone Team’s Involvement with GSW Rollout:

On February 10th, 2017, the Capstone Team met with the CF Development Director, Kristin Earle, to get a better understanding of the Chapter’s needs. From that meeting, the capstone team learned that the Chapter needed assistance with recruiting volunteers; volunteer

⁴³ Davis, Emily. “Tips for a Successful Fundraising Committee.” *Nonprofit World; Madison* Nov.–Dec. 2013: 6–7. Web. 4 May 2017.

⁴⁴ “Ibid.”

⁴⁵ Sargeant, Adrian, and Jen Shang. “Outstanding Fundraising Practice: How Do Nonprofits Substantively Increase Their Income?” *International Journal of Nonprofit and Voluntary Sector Marketing* 21.1 (2016): 43–56. Web. 4 May

management; securing sponsors for food and beverage donations; and executing the GSW rollout the day of the event. The capstone team kept a two-way open communication loop with the Chapter throughout the duration of the project by emailing weekly updates and organizing two in-person meetings with the CF Development Director. Actively communicating with the Chapter throughout the project enabled the capstone team to keep the client updated with the team's progress on completion of GSW logistic tasks and compilation of the CF final report.

The Capstone team helped recruit volunteers and GSW participants from Cornell University's Field Hockey, Cornell Public Affairs Society, and Cornell Alpha Phi Omega. The Capstone team also created five volunteer roles: GSW Fundraising Team Leader, GSW Phone Banker, Creative Social Media Assistant, GSW Logistics Team Member, and GSW Event Photographer (please refer to Appendix D for job descriptions of volunteer positions). Out of the five positions, the GSW Fundraising Team Leader was the only volunteer role that required ongoing volunteer efforts before the day of GSW. Moreover, with the administrative help of CIPA staff members Cheryl Miller and Laurie Miller, the capstone team secured food and beverage contributions from Domino's Pizza and Wegman's.

One of the biggest challenges that the capstone team faced was a venue and date change five weeks before the GSW event. Initially, the GSW was set to take place on Saturday, April 29th at Cass Park. However, due to an accidental double booking at the original venue, the CF Development Director and capstone team had to act quickly in looking into alternative venue options by doing several site visits. Ultimately, GSW was pushed to Sunday, April 30th at Stewart Park. With the event's different location and date, the Capstone team was responsible for

making sure that recruited volunteers were aware of the change and still willing and able to volunteer. Despite the logistical changes, Cornell University's Field Hockey and Cornell Public Affairs Society confirmed their interest in volunteering at GSW.

The day of GSW, Sunday, April 30th, the Capstone team arrived at Stewart Park at 8:30 am to start the event setup. The Capstone team and their recruited volunteers set up the registration table, decorations, kid's corner, and breakfast station. Around 10:00 am, registered GSW participants checked in and enjoyed the served breakfast. By 11:00 am, CF-affected CU Field Hockey team member, Maddy Conklin, gave a brief welcoming speech and soon after, the Great Strides Walk began. After the Great Striders completed the marked 1.5-mile walk, the total funds raised was announced by the CF Central NY Chapter Development Director, Kristin Earle. The total funds raised at the Ithaca GSW amounted to \$6,930. Great Striders celebrated the event's grand total over a Domino's pizza lunch and team/family pictures.

Next Steps and Future Considerations:

The 2018 Great Strides Walk planning committee should conduct a survey to collect data from the 2017 GSW participants. This information can be analyzed to develop the strategic goals for the 2018 event. Committee members can use the qualitative data to assess good practices to continue and identify areas of weakness to improve upon. Direct feedback from walk volunteers and participants can be formulated into a formal evaluation process that helps to measure the impact and gauge the effectiveness of the fundraising efforts. Once the evaluation of last year's event is complete, the committee can conduct a stakeholder mapping analysis to help determine if the organization is meeting the needs of its key stakeholders.

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Appendix:

A. Example of Pre-Fundraising Event: SPS Photo shoot

Overall Purpose of the Spring Photo Shoot (SPS) Fundraising Plan:

- Raise money and awareness on the CF Central NY Chapter and its upcoming Great Strides Walk (GSW) through an on campus fundraising event that targets Cornell students.

Goals for the Spring Photo Shoot Fundraising Plan:

- Reach out to:
 - Cornell Graduate and Professional students
 - Cornell Institute of Public Affairs (CIPA) students
 - CF Central NY Community members
- Raise at least \$100.
 - Suggestion: \$10 minimum donation per person
 - Payment will be accepted the day of photo shoot. Accepted forms of payment are cash and BRB's.
- Increase Cornell students' awareness on:
 - Who CF Central NY Chapter is
 - Upcoming GSW and how they can get involved

Social Media Posting Strategy:

- Kristin Earle schedules SPS advertising posts for CF Facebook and Instagram
- Tom Worhach coordinates with CPAS to advertise SPS on Facebook
- Catherine Aguilar coordinates with Big Red Barn Graduate and Professional Student Center to send an all-graduates email to advertise SPS

SPS Fundraising Plan Schedule:

Date	Task	POC	Notes
<i>Pre SPS Implementation (February 27th – March 21st)</i>			
TBD	Draft Facebook & Instagram SPS posts	Kristin Earle	
Friday, 3/3	Coordinate with BRB Graduate and Professional Students to advertise SPS	CIPA Fellow #1	Send inquiry to bigredbarn@cornell.edu
Friday, 3/3	Coordinate with CPAS to advertise SPS through all CIPA email and FB	CIPA Fellow #2	Send inquiry to cornellpublicaffairssociety@cornell.edu
Friday, 3/3	Meet with Lisa Lennox Re: CIPA photographer	CIPA Fellow #1 & CIPA Fellow #2	
Friday, 3/3	Send scheduling SPS email to CIPA photographer	CIPA Fellow #2	Get email from Lisa Lennox

Friday, 3/10	Inquire and schedule getting a BRB swiper for 3/22	CIPA Fellow #1	
Date	Task	POC	Notes
<i>Pre SPS Implementation (February 27th – March 21st)</i>			
Friday, 3/10	Plan out photoshoot background locations; send ideas to CIPA photographer	CIPA Fellow #1	
Friday, 3/10	Draft SPS event description for BRB email	CIPA Fellow #1	
Friday, 3/10	Draft CPAS FB and all-CIPA email for CPAS to post/send out	CIPA Fellow #2	
TBD	Post FB and IG Re: SPS event	Kristin Earle	
Sunday 3/12, 3/19	Follow-up on BRB email being sent out	CIPA Fellow #1	

Monday 3/13, 3/20	Follow up on CPAS email and posting	CIPA Fellow #2	
Date	Task	POC	Materials
<i>SPS Implementation (Wednesday, March 22nd)</i>			
	Print out Google sign up schedule sheet; bring to SPS	CIPA Fellow #2	
	Set up BRB swiper	CIPA Fellow #1	
	Meet with CIPA photographer	CIPA Fellow #1 & CIPA Fellow #2	
	Make sure SPS event is running smoothly	CIPA Fellow #1 & CIPA Fellow #2	
	Get BRB credits cashed out for CF	CIPA Fellow #1	
	Send follow-up thank you email to CIPA photographer	CIPA Fellow #2	Get email from Lisa Lennox

B. 2017 Great Strides Walk Promotional Flyers

GREAT STRIDES

CYSTIC FIBROSIS FOUNDATION



STEWART PARK: SMALL PAVILION

ITHACA, NY

Sunday April 30th

Registration: 10 AM

Walk: 11 AM

Distance: **1.5 Miles**

Register at:

cff.org/great_strides

Or call **315-463-7965**

GREAT STRIDES

CYSTIC FIBROSIS FOUNDATION



STEWART PARK: SMALL PAVILION
ITHACA, NY

4/30/2017

Check-in: 10:00 AM Walk: 11:00 AM

Distance: 1.5 Miles Register at:

***cff.org/great_strides** Or call 315-463-7965*



GREAT STRIDES

CYSTIC FIBROSIS FOUNDATION



STEWART PARK: SMALL PAVILION
ITHACA, NY

4/30/2017

Check-in: 10:00 AM Walk: 11:00 AM

Distance: 1.5 Miles Register at:

cff.org/great_strides Or call 315-463-7965



GREAT STRIDES

CYSTIC FIBROSIS FOUNDATION



STEWART PARK: SMALL PAVILION
ITHACA, NY

4/30/2017

Check-in: 10:00 AM Walk: 11:00 AM

Distance: 1.5 Miles Register at:

***cff.org/great_strides** Or call 315-463-7965*



GREAT STRIDES

CYSTIC FIBROSIS FOUNDATION



STEWART PARK: SMALL PAVILION
ITHACA, NY

4/30/2017

Check-in: 10:00 AM Walk: 11:00 AM

Distance: 1.5 Miles Register at:

***cff.org/great_strides** Or call 315-463-7965*



LACE UP. WALK.


CYSTIC FIBROSIS.



STEWART PARK: SMALL PAVILION
ITHACA, NY 4/30/2017

Check-in: 10:00 AM Walk: 11:00 AM

Distance: 1.5 Miles Register at:

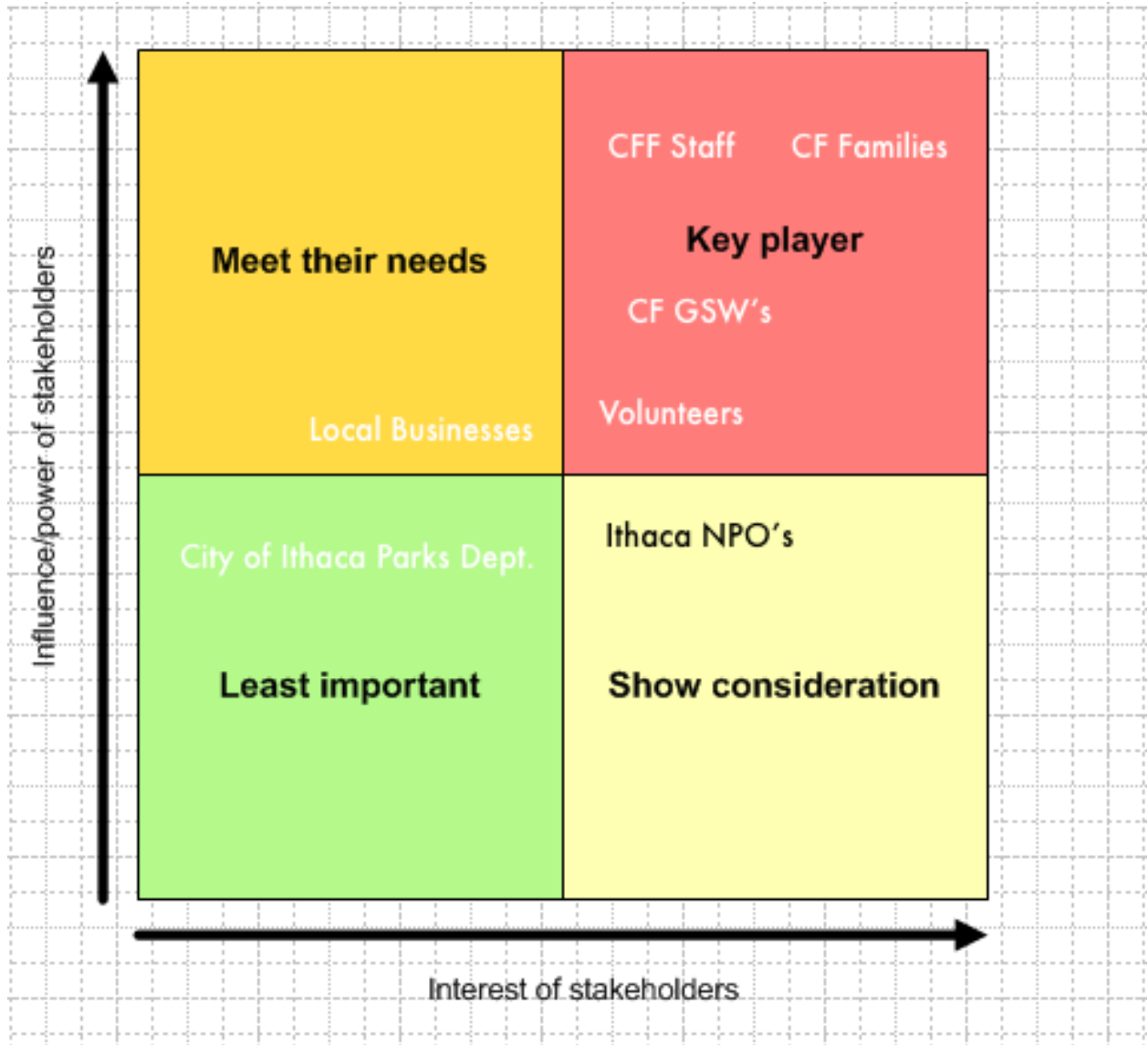
cff.org/great_strides Or call 315-463-7965

GREAT STRIDES

CYSTIC FIBROSIS FOUNDATION



C. CFF Stakeholder Mapping & Analysis



CF families are arguably the most important stakeholders for the Great Strides Walk. They are clients, volunteers, fundraisers, and participants. They need to have complete buy-in for the event to be successful. The most energy and effort should go into satisfying this key group.

CFF core staff members are also key stakeholders as they have technical expertise and knowledge of Cystic Fibrosis Foundation. This group is in charge of instilling the mission of

the organization throughout the walk, and ultimately the responsibility rests with the key stakeholder group.

The Great Strides Walkers are special volunteers that have lent the event the gift of their time in addition to the pledged fundraising responsibilities. This group should have a positive experience throughout the walk, and it is critical to retain this group moving forward.

Volunteers are responsible for making sure that the walk unfolds without any problems. It is imperative that this group is empowered with clear roles and responsibilities throughout the day as they are the facilitators that make sure that the GSW's needs are being met. Value this group and make sure that they feel appreciated before, during, and after the event.

Local businesses are a key constituent that can help to enrich the overall Great Strides Walk experience. While this group may not be physically present for the walk, they are most likely sending donations that contribute to making the event possible. Promoting the generosity of this group is critical, and everyone at the event should understand his or her contributions.

There is an opportunity to partner with other local Ithaca nonprofits moving forward. Sciencenter, for example, has an educational program that would perfect for the "Kids Corner" at next year's walk. Reaching out to this group could enhance the experience.

The Ithaca Parks Department is a necessary partner that should not be overlooked in the GSW planning. This year, an error with the booking confirmation nearly resulted in a complete loss of the venue. Reach out to this group throughout the process to ensure that their needs are being met.

D. GSW Volunteer Role Descriptions

Nonprofits can increase their capacity by designing and implementing a volunteer program. Implementing a volunteer program would provide the Chapter a structure to help meet its organizational goals without remuneration. Below are descriptions of five volunteer roles that the Chapter can consider incorporating into its volunteer program and GSW Planning Committee.

GSW Fundraising Team Leader

- As a GSW Fundraising team leader, you will form your own team and spearhead the direction of your team's fundraising efforts. This position will be an investment of your time, however, this is the ideal position to take on if you are looking to gain fundraising experience, and/or further develop your leadership and team management skills. Your responsibilities will include:
 - Recruiting volunteers to join your fundraising team
 - Setting your team's fundraising goal
 - Developing what your team's fundraising strategy will be
- To help get you and your team started, below are some fundraising events you can organize:
 - Community bake sale
 - Garage sale

- School car wash
- Potluck raffle

GSW Phone Banker

- GSW phone bankers will help secure food and beverage donations for the event by calling local businesses.

****Please note that the date, time, and location of phone banking will be sent out once volunteer roles are confirmed.*

Creative Social Media Assistant

Available position(s): 1

- Are you artsy, creative, and love social media? This may be the perfect position for you!
- As CFF's creative social media assistant, you will be responsible for creating the Snapchat geofilter for the Great Strides Walk! To create a Snapchat geofilter template you can either use Photoshop, Illustrator, or one of Snapchat's pre-designed templates. The creative assistant will have the opportunity of working closely with CFF executive director, Kristin Earle, to finalize the geofilter design and set the geofence boundaries.

GSW Logistics Team (LT) Member

Available position(s): 3

- As a logistics team member, you will help make sure that the GSW event runs smoothly. The LT's will be responsible for the following on the day of our event:
 - **7:45 am LT Training**
 - **8:30-9:00 am | Setup:** put up event decorations, prepare donation envelopes, prepare waivers, set up coffee and bagels breakfast station
 - **9:45-10:45 am | Registration:** help manage donation envelopes and make sure that all GSW participants sign waivers
 - **10:45-11:45 am | Lunch setup:** during the walk, help setup the table and prepare the food + drink stations
 - **11:45-1:00 pm | Lunch:** congratulate participants for completing the walk by serving them lunch
 - **1:00-2:00 pm | Cleanup**

****Please note that there will be a mandatory training for all LT members.*

GSW Event Photographer

Available position(s): 1

- As our event photographer, we will be relying on you to capture the fun and festivities of GSW! The event photographer will need to meet with CFF executive director, Kristin

Earle to go over critical picture-perfect moments that we you will need to be on the look out for.

****No prior photography experience required.*