



# VSys Voices: Strategic Planning for Volunteer Departments





# VSys Voices Presenters



## **Tricia Spence, CAVS, CDVS, Program Manager for Volunteer Services and Special Events, St. Jude Children's Research Hospital**

With 18 years of experience in volunteer and program management, Tricia Spence is a dedicated leader in the nonprofit sector. At St. Jude, she oversees recruitment efforts, develops the annual report, manages website content, and leads budget oversight and the strategic planning for Volunteer Services. Tricia has made significant contributions to the community, having served two terms as President of Memphis DOVIA and currently participating on the Volunteer Services Community Council for the Beryl Institute. Her commitment to enhancing volunteer engagement and program effectiveness drives her passion for impactful service.



**Dana Litwin, CVA,** is a globally recognized strategic advisor, speaker, and advocate for civic service. Since 2002 she has guided organizations nationwide to produce breakthrough volunteer and community engagement programs. Dana is the creator of the YouTube channel “Priceless Advice for Leaders of Volunteers”, served as President of the Association of Leaders in Volunteer Engagement (AL!VE), and is a founder of the National Alliance for Volunteer Engagement.





# Objectives for today's webinar



Discuss advantages of Strategic Plan



Walk through the process of creating a Strategic Plan by reviewing St. Jude Strategic Plan



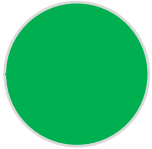
Tricia's lessons learned





# Target audience for today's webinar

## SKILL LEVEL



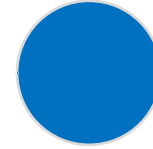
### Minimal Knowledge

Looking for some basic information, key principles and “how-to’s” on the subject.



### Working Knowledge

Integrated practices and moving beyond basic concepts. Looking for breadth and depth on a topic



### Authoritative Knowledge

Looking for advanced knowledge, integration and concepts that are innovative and cutting edge.



# St. Jude Children's Research Hospital



- Located in downtown Memphis, TN
- 6,000+ employees, one campus
- 77 inpatient beds
- 1,000+ average outpatients weekly
- Serve patients from all over the globe
- 4 housing facilities
- Commitment to Diversity, Equity and Inclusion since opening in 1962
- Volunteer Programming: Hospital and Housing
  - 225 volunteers
  - 12,645 hours
- Intern Programming





# Why Create a Volunteer Services Strategic Plan?







# How to create a Strategic Plan

**Who** to include as stakeholders?

**How** to begin:

Decide on length: 1, 3, 5 years?



# Departmental Strategic Plan

- Make it reasonable
- Easy to understand language and graphics
- Start with stakeholder input, do what works for you
- A SWOT analysis is a great tool







# Departmental Strategic Plan

- Start small with 2-3 goals
- Create a focus group, include stakeholders
- Share with Leadership
- Publish



# Considerations for Strategic Planning

- Goal setting/internal to-do-list
- Leadership engagement and stakeholder involvement
- Accountability





# Considerations for Strategic Planning

- Surveys
- Format
- Organizational terminology
- Alignment
- Length of plan (1 year versus 3 years, or longer)





# Example of St. Jude Strategic Plan



# Volunteer Services 5-Year Strategic Plan



- Modeled after the hospital
- Allows department to track accomplishments
- Helps team focus on priorities and create sustainable systems
- In writing
- Able to share with all stakeholders





# FAQs on St. Jude Volunteer Services Strategic Plan

- Did we do a SWOT analysis for our plan?
- How often do you revisit the plan and revise it?
- What would you recommend as a timeline for developing a SP?
- Who is on your SP committee?



# FAQs on St. Jude Volunteer Services Strategic Plan

In developing your plan, how to include external parties who are important to your program including directors of volunteer outreach at universities, pet partners, etc.





# FAQs on St Jude Volunteer Services Strategic Plan

- Lots of questions about “how” to survey internal partners
- How do you measure retention with the current trends?
- Are your retreats one day or half day?  
How often do you hold them?





# Ideas to Action



# Ideas to Action

- Engage all stakeholders or at least a person from each functional area.
- CLEARLY identify goals and outcomes. Don't go too BIG!
- Define the Start & End





# Ideas to Action

- What would be different with new Strategic Plan?
- Walk through the process with a couple real-life examples
- Revisit it regularly:  
Plan -> Do -> Check -> Act





# Open Discussion Q&A

---





# Resources

The St. Jude Children's Research Hospital, Volunteer Resource Library.

<https://www.stjude.org/get-involved/other-ways/volunteer-at-the-hospital/qualifications/volunteer-services-resource-library.html>

[volunteer-services-5-year-strategic-plan-2024-2028.pdf \(stjude.org\)](#)





# Thank you for joining us

