

**Secular Decade Strategic Plan**  
**Spring 2011 Edition**  
*submitted by*  
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***Mission***

The Secular Coalition for America seeks to:

1. Increase the visibility of and respect for nontheistic viewpoints in the United States; and
2. Protect and strengthen the secular character of our government as the best guarantee of freedom for all.

***Vision***

An America that has returned to its secular roots and where secularism is an influential, respected force in American civic life, and in which there are numerous openly nontheistic elected officials.

***Constituent Value Proposition***

The Secular Coalition for America will:

1. Utilize secular public policy as a central catalyst for inspiring growth in our entire coalition; and
2. Employ coalition building as a central mechanism for building cohesion and innovation within our secular movement.

***Strategic Overview***

Five Strategies to Serve the Mission, Vision and Constituent Value Proposition

Constituent Strategies:

Strategy One: **Increase Advocacy**

Strategy Two: **Broaden and Deepen SCA's Base of Supporters**

Operations Strategy:

Strategy Three: **Strengthen Bonds Within Our Coalition**

Learning Strategy:

Strategy Four: **Build a Coalition Culture of Innovation and Growth**

Financial Strategy:

Strategy Five: **Broaden and Deepen SCA's Financial Base**

## **Constituent Strategies**

### **Strategy One: Increase Advocacy**

Objective A: Take persuasive stands on a greater variety of policy issues that are emotionally compelling and demonstrate the unjust human impact of religious privileging by June 2012.

#### *Tactics*

1. Rewrite every current position paper to be more emotionally compelling by November 1, 2011.
2. Increase from 8 issue positions in Fall 2009 to 17 issues positions by September 1, 2011.
3. Increase from 17 issue positions in September 1, 2011 to 21 issue positions before 2012, featuring and emphasizing issues that best suit SCA's strategic interest.
4. Produce seven emotionally compelling web videos on our issues by October 1, 2011. [SCA has produced four satisfactory videos to date]
5. Create an "issue of the month" feature on our webpage and for use in mass e-mail to supporters by July 1, 2011.
6. Create a compelling web video for every evergreen policy issue by April 1, 2012.

Objective B: Increase D.C. lobbying presence significantly from 1,180 annual direct lobbying hours to 2,250 annual direct lobbying hours by December 31, 2013.

#### *Tactics*

1. Increase total 2011 lobbying hours over 2010 hours (1,180) by 10% by focusing Government Relations Manager on lobbying duties.
2. Hire an additional full-time lobbyist by March 1, 2013

Objective C: Ensure that the media instinctively looks to SCA as a valued resource on religious privileging issues by December 31, 2013, by doubling the number of SCA's mainstream media hits (quotes, mentions, letters to the editor, op-eds, TV appearances, etc.) in 2011 over 2010 and tripling 2010 numbers in 2012.

#### *Tactics*

1. Promote lobbying efforts to mainstream national reporters by increasing the number of news releases issued and time spent proactively pitching media by SCA communications staff.

2. Establish SCA's blog as a reliable and well-known center for news and opinions about the secular movement and religious privileging in government.
3. Frame our issues to reporters as compelling human rights issues with emotional examples of real people harmed.

## **Strategy Two: Broaden and Deepen SCA's Base of Supporters.**

Objective A: Establish 50 Statewide Secular Coalitions by December 31, 2019.

### *Tactics*

1. Conduct trainings for State Affiliates in a minimum of five states by December 31, 2010. [*HI, MN, CA, MD, AZ, training goal achieved*]
2. Conduct trainings for additional State Affiliates in five states by December 31, 2011
3. Hire a Chief of Staff by May 1, 2011. [*achieved*]
4. Serve as a catalyst for the existence of twelve State Affiliates with signed agreements by December 31, 2012.
5. Organize communications plan that targets member organizations' supporters with the goal of energizing them to participate more actively in those organizations and in SCA State Affiliates.

Objective B: Increase support of the coalition through implementation of a social media strategy by July 2011.

### *Tactics*

1. Market in social media and blogosphere the need to address injustices to real people resulting from the privileging of religion in law.
2. Link and promote our website, videos, and action alerts to Facebook, our blog, and Twitter on an aggressive and continuing basis.
3. Create a strong blogging presence devoted to compelling issues of secular public policy by April 2011. [*achieved*]
4. Create a social media strategy, possibly by hiring a social media consultant, by June 2011 with the goal of increasing the number of people who receive our action alerts, forward SCA videos and emails, and post our videos and emails on social media outlets.
5. Web optimization: increase our presence on Google and other search engines when users search for relevant terms.

Objective C: Increase e-mail recipients from 17,500 in February 2011 to 50,000 by December 31, 2015, then to 100,000 by December 31, 2019. Increase social media likes from 6,500 in February 2011 to 10,000 by December 31, 2015. Member organizations report a cumulative increase in membership attributable to SCA by December 31, 2015.

*Tactics*

1. Draft outreach plans for each of the following by December 31, 2011:
  - Science and technology community
  - LGBT community
  - Libertarian community
  - Secular professionals
  - Women's rights activists
  - Lawyers
  - Peace and justice groups
  - Civil liberties activists
  - Science fiction, fantasy, gaming enthusiasts
2. Analyze further potential communities that would be sympathetic to hearing our case, and create strategies to contact each by January 2012.
3. Inspire a sense of mission among apathetic nontheists by making a compelling case regarding the human impact of the privileging of religion.
4. Increase email recipients from 17,500 in February 2011 to 19,000 by December 31, 2011. Increase Facebook likes from 6,500 in February to 8,000 by December 31. Increase Twitter followers from 1,700 in February to 2,250 by December 31.
5. Hire an outreach coordinator by 2013, but preferably in 2012, who would serve as a catalyst for both outreach speaking engagements as well as state secular coalition affiliates.

Objective D: Create a nontheist campaign contribution strategy for the 2012 election.

*Tactics*

1. Vet legal and strategic electioneering options, and offer a plan to board the fall 2011 board meeting.

Objective E: Secure ten openly nontheist members of Congress by January 2019.

*Tactics*

1. Create a program recognizing and celebrating nontheist elected officials by July 1, 2011.

2. Cultivate relationships with Members of Congress to discern the presence of nontheists, while only publicly recognizing those who are comfortable with public recognition.

# Operations Strategy

## Strategy Three: Strengthen Bonds Within Our Coalition

Objective A: Increase communication between SCA and coalition organizations December 31, 2010.

### *Tactics*

1. Monthly communication from the Executive Director to the Board. *Achieved.*
2. Regular calls between Executive Director and individual Board Members. *Achieved.*
3. Monthly e-newsletter that goes to Board as well as others. *Achieved.*
4. Monthly calls as needed with Board Officers and Executive Director. *Achieved.*

Objective B: Decrease time commitment necessary for service on SCA Board by January 2012.

### *Tactics*

1. Increase communication between Board and staff in between meetings so continued actions and strategy are easily understood and communicated to full Board.
2. Ensure that staff member communicate with appropriate committee of the Board regularly so that Board members are more informed regarding staff initiatives and direction at Board meetings.
3. Consider delegation of certain committee functions by SCA voting board members to staff within their respective organizations.

Objective C: Survey supporters, Board members, and members of member organizations about their ideas for coalition strengthening by December 2012.

### *Tactic*

- Form a committee in May 2011 to analyze best survey methods and make a recommendation to the Board by the January 2012 Board meeting.

## Learning Strategy

### Strategy Four: Build a Coalition Culture of Innovation and Growth

Objective A: Host a successful May 2011 Strategic Summit that contributes substantively to furthering SCA's strategic plan and establishes a strategic precedent.

#### *Tactics*

1. Consult with business leaders and strategists on best methods of improving the structure of the summit in early 2011, including a core committee that would review strategic planning quarterly.
2. During fall/winter 2010/2011 cultivate twenty people who have strong leadership potential for important responsibilities in the movement to attend the summit.
3. Draw together attorneys within the movement for strategic thinking sessions at the summit.
4. Draw together from within the movement communications professionals, web professionals, and podcasters for a strategic session at the summit.
5. Require summit attendees to study in advance the strategic plan and come prepared to contribute meaningfully.
6. Hold a strategy session at the summit that offers a genuine opportunity for collaborative participation with the goals of finding the best ways to improve our strategic plan and formulate entirely new ideas that serve our Mission, Vision and Constituent Value Proposition.
7. Hold a lobby day with summit attendees, training them to serve as experienced advocacy leaders in their home regions.

Objective B: Institute a continuous strategic planning process that anticipates continual adjustment and innovation by June 2011.

#### *Tactics*

1. Engage business leaders, strategic thinkers and the Board's strategic committee to reassess the plan every six months.
2. Use 2011 summit feedback to help prepare for Spring 2013 Summit.
3. Hold strategy sessions at the two in-person board meetings and at the biennial summit.

Objective C: Create a successful internship program, cultivating future leaders.

#### *Tactics*

1. Create a plan for financial incentives and structuring of an intern program by January 2011. *Achieved.*
2. Implement a successful internship program by December 2011.

Objective C: Increase professional abilities of staff by December 31, 2011. [measure]

*Tactic*

- Engage staff in technical and strategic training sessions that empower them to take innovative steps in their respective areas.

## **Financial Strategy**

### **Strategy Five: Broaden and Deepen SCA's Financial Base**

[for internal use]