



ASAP Strategic Plan

July 2014 to June 2017

This Strategic Plan outlines ASAP's vision and objectives and gives detailed guidance on the steps that the organization's board members, officers, chapters and member volunteers worldwide will take toward realizing them in the 2014-17 period. As ASAP continues to grow and evolve, this plan will be updated as needed to reflect expansion into significant new areas of activity.

1) ASAP's Mission and Strategic Vision:

Academics Stand Against Poverty (ASAP) is an international association focused on helping researchers and teachers enhance their impact on poverty. It does so by

- a) advancing **collaboration** among poverty-focused academics, with an emphasis on South-North connections;
- b) promoting effective **outreach** to policy makers and broader public audiences, and
- c) helping academics pursue **applied research and intervention** projects as well as campaigns on specific issues.

ASAP's overarching aims are to contribute to the eradication of severe poverty worldwide and to help ensure that poverty policy and development efforts are guided by rigorous empirical and normative scholarship.

ASAP's principal focus is on poor people in less-affluent countries, because that is where poverty tends to be most concentrated and severe, and where resources for tackling poverty tend to be scarcer. However, ASAP's ultimate concern is for people, not for countries, and so it includes within its sphere of activity poor people in affluent countries as well.

ASAP recognizes that poverty is a process, not a static given. It seeks to address the root drivers of impoverishment in both the global and domestic spheres and to highlight how some of the same factors can worsen poverty in both affluent and less-affluent countries. Further, ASAP members explore a wide range of factors in their analyses of poverty and promote a variety of solutions. With such diversity in mind, ASAP does not offer a narrow poverty analysis but seeks to promote robust dialogue informed by new research from all regions of the world.

Finally, ASAP's theory of social change focuses on both institutions and norms. Thus, ASAP seeks to promote sound and progressive poverty policy at the domestic and global levels and also to help change norms around the acceptability of severe poverty. Inspired by how engaged academics helped transform views on civil rights, the US war in Vietnam, apartheid and lately gender inequality and violence, ASAP holds that we can help achieve a decisive shift of views on poverty and poor people worldwide.

2) Distinctive Organizational Features

The following features make ASAP distinctive among poverty-focused organizations and help highlight the value it adds to anti-poverty efforts globally:

- a. ASAP members include hundreds of internationally recognized subject experts and experts-in-training, and its efforts are informed by rigorous, peer-reviewed academic research.
- b. ASAP is a truly global association. It has a strong presence among universities and academics in the Global South and North, and a strong focus on creating opportunities for those who face barriers to full participation in the global academic dialogue.
- c. ASAP academics work far outside the ivory tower. They are eager to share their expertise in public debates and policy dialogues, and to challenge received wisdom when needed.

3) Organizational Structure and Governance

ASAP is headquartered in New Haven, Connecticut, USA, and is supported by paid staff based there. Its global efforts are guided by an 11-member Board of Directors comprised of academics and practitioners working in six countries, chaired by Prof. Thomas Pogge of Yale University. Additionally, global officers and committee members oversee specific task areas, including Communications, Web Site, Membership and Fundraising.

<http://academicsstand.org/about/people/board-of-directors/>

ASAP has Chapters launched or in development in Austria, Brazil, Cambodia, Canada, India, Italy, Germany, Mexico, Oceania, Romania, Spain, the United Kingdom, the United States and West Africa. In total, more than 1,200 ASAP members work and study in universities, research centers and NGOs worldwide. <http://academicsstand.org/chapters/>

In addition, a 21-member Advisory Board, which includes some of the world's most widely recognized and influential poverty researchers, gives continuous input to the ASAP Board.

<http://academicsstand.org/about/people/advisory-board/>

In its governance processes, ASAP strives to be inclusive and transparent at all levels: Global Board of Directors and Committees, Chapters and in ASAP-sponsored projects. Broad input on proposals and operating processes is invited from members and non-members, and proposals for ASAP initiatives, including intervention projects and campaigns on specific issues, are actively encouraged.

4) Achieving the ASAP Aims

The following section gives details on how ASAP will work, in the three-year plan period, to advance its organizational and strategic aims. Offered for each category are specific objectives, efforts to be undertaken toward achieving the objectives by ASAP officers and members, and some concrete targets by which to assess their progress. Listed first are the organizational aims, focused on the sustainable and effective operation of the organization itself. These are followed by strategic aims for each of the three core categories: **a) collaboration, b) outreach, c) applied research and intervention projects.**

General Organizational Aims:

- 1) **Fundraising:** continuous efforts to raise funds from donors, both to support general activities and specific projects or campaigns.

Targets: Fundraising plan to be developed by Oct. 1, 2014, with specific targets in the plan to be determined by the Fundraising Committee.

Leads: ASAP Fundraising Director Helen Yanacopulos, with Fundraising Committee and Global Coordinator Rachel Payne; ongoing support from President Thomas Pogge.

- 2) **Membership:** conduct audit of existing membership; create clearer categories of membership; define the benefits of membership and build membership numbers; strengthen member involvement; explore linking membership to a dues/donation structure; create new and meaningful volunteer opportunities at the global and chapter levels and feature them clearly on the ASAP web site; develop member merchandise.

Targets: number of new members (target to be defined upon completion of membership audit by Oct. 1, 2014); number of dues-paying or donating members (targets to be defined upon completion of membership audit); number of new volunteer opportunities (target to be defined through conversation with officers).

Leads: Membership Director Jason Hickel, with Membership Committee; Global Board Member Paula Casal on merchandise.

- 3) **Good Governance:** develop a single handbook resource offering ASAP guidance on good governance for Global Board, Chapters and affiliated efforts. Will offer guidelines on inclusive decision making, transparency, accountability, avoiding sex harassment, financial integrity, etc. ASAP leaders at all levels will be asked to sign a Good Governance pledge affirming that they have reviewed and agree to abide by the principles.

Targets: handbook developed by end of 2014.

Leads: ASAP Global VP Luis Cabrera with support from other Board

members and Global Coordinator Rachel Payne.

Strategic Aims

4a. Collaboration

ASAP will promote collaboration among academics globally on poverty and related problems, and it will help develop productive working relationships among academics, NGOs and policy makers. Its efforts in this area will focus in particular on better integrating colleagues in the Global South into global academic networks and on addressing persistent global inequalities in the academy.

Specific Collaboration Objectives

- 1) Support the Development of Robust Country Chapters
- 2) Develop the ASAP Global Colleagues Project
- 3) Stage Effective ASAP Conferences and Workshops
- 4) Promote Targeted Online Dialogue among Poverty Researchers
- 5) Develop a Comprehensive Resource List of Poverty Research Institutes, Global Justice Centers, Salient NGOs
- 6) Pursue Organizational Partnerships
- 7) ASAP Internships

Efforts Designed to Realize the Objectives:

- 1) **Support the Development of Robust Chapters:** ASAP will support the development of robust and sustainable Chapters in various cities, countries and regions. The Chapters Committee will promote collaboration amongst Chapters and with the Global Board. The Committee will update its comprehensive ‘ASAP Chapters Resource Guide,’ as needed, especially to incorporate information on Chapter activities, projects or campaigns. Chapters will be supported in developing their own strategic plans outlining their collaboration, outreach and intervention efforts in their own territories. They will be encouraged to communicate to their own country/region members through appropriate social media (e.g. Facebook and Twitter) sites linked to their ASAP web site pages. The Global Board will also support the development of some new chapters, with emphasis on strategic locations, e.g., in national capital cities or economic hubs, where policy impact can be magnified and some NGO/civil society partnerships more easily pursued.

Targets: Strategic Plan developed by each existing Chapter by the end of 2014. Web page on ASAP site developed by each chapter by the time of its formal launch workshop or conference. Distribution of ASAP Chapters Resource Guide by October 2014 and updating of suggested Chapter activities in the form of sharing best practices developed by individual Chapters. Chapters Committee will hold regular meetings involving Chapter Leads and will plan to include Leads in a face-to-face meeting at an ASAP conference by the end of 2015. ASAP Global will also pursue the strategic development of a minimum of three new chapters in the three-year period.

Leads: Chapters Officer Catarina Tully, with Global Chapters Committee,

individual Chapter Leaders, Global Coordinator Rachel Payne and assigned interns.

- 2) ASAP Global Colleagues Project:** this flagship ASAP Collaboration Project will offer a one-to-one match of poverty researchers, generally from Global South and North universities. Its aim is to help colleagues working in the South become better integrated into global research networks, further their own work, and gain support in pursuing their own poverty impact aims. It will also provide opportunities for Colleagues globally to enhance their own understanding of poverty issues in other contexts and to share ideas and best practices for research and intervention projects.

Targets: ASAP Chapters will commit to sponsoring partnerships, the number of which will be determined each year by each Chapter.

Leads: Robert Lepenies, ASAP Germany, with Global Colleagues Committee.

- 3) Conferences:** To stage annual ASAP-linked conferences where new members can be recruited, collaborations cemented and intervention projects or campaigns developed (e.g., Global Justice meeting, Yale University 2014; Country Chapter launch conferences). Chapters will also be given organizational guidance and publicity support for more local workshops, seminar events, etc. In addition, the Global Board will explore with the developing Cambodia Chapter possibilities for a ‘master class’ workshop in Phnom Penh involving regional and international poverty researchers.

Targets: Global Board will aim to help organize at minimum one major, ASAP-linked conference per year and will encourage Chapters to hold one event (conference, workshop, roundtable, master class, etc.) per year, though there is no requirement that they do so.

Leads: Various conference and workshop organizers, with support from ASAP Global Office and Global Board

- 4) Promote Online Dialogue on Poverty Issues and Research:** ASAP will use its web presence and membership expertise to promote robust dialogue on specific poverty policy proposals, including multilateral global ones; on new poverty research, and on impact efforts, including possible campaigns and intervention projects.

Targets: Development of a moderated listserv feature to enable poverty researchers to engage in direct global dialogue on issues of shared interest and to share news about conferences, projects and calls for participation or collaboration. User number targets to be developed.

Leads: ASAP Web Team, Communications Committee and Global Board members. Moderator to be recruited.

- 5) Develop Comprehensive Resource List of Poverty Research Institutes, Global Justice Centers and NGOs:** ASAP will continue to update and expand its existing Network Resource List and work to develop search functions that will enable organizations to identify potential partners. The list will be made more prominent on the ASAP web site and overall more user-friendly.

Targets: Re-siting of existing list on web site, search function enabled, addition of 25 new entries per year.

Lead: volunteer Network Resource Officer to be recruited, assists from Web Team, Communications Team, interns.

- 6) Pursue Organizational Partnerships:** While ASAP is distinctive in its mission and membership, many other organizations have complementary impact and poverty eradication goals. ASAP will pursue formal partnerships with selected such organizations worldwide, including NGOs, academic associations and other bodies. Partner activities could include the sharing of original web content and reports, the joint pursuit of impact and intervention projects, or jointly staging impact or related workshops, including on the theme of ‘bridging the gap’ between academics and poverty NGOs.

Targets: Minimum three formal partnerships entered during the three-year period.

Lead: ASAP VP Luis Cabrera, Global Board members and Global Officers.

- 7) ASAP Internships:** ongoing internships to support specific ASAP projects and organizational efforts.

Targets: Minimum six interns per year, with one-third from Global South countries by end of 2015.

Lead: Global Coordinator Rachel Payne

4b. Outreach

ASAP will help to bring important research findings and information about poverty to public audiences, policy makers and campus communities, in service of enhancing academic impact on poverty outcomes and helping to ensure that poverty policy is based on rigorous research.

Specific Outreach Objectives

- 1) Develop and Execute Strategic Communications Plan
- 2) Conduct Focused Media Outreach
- 3) Further Develop Impact: Global Poverty Project
- 4) Develop ASAP Twitter/Facebook Presence
- 5) ASAP Web Site Development
- 6) Develop Educational/Informational Resources

Efforts Designed to Realize the Objectives:

- 1) Develop and Execute Strategic Communications Plan:** communicating ASAP's efforts and vision are a core part of the organizational mission. This plan will ensure that appropriate audiences for reports, intervention projects and campaigns are identified and targeted, and that ASAP publications, web content, manuals and conference materials effectively communicate the organizational mission and showcase efforts to achieve it.

Targets: Completion of communications audit by September 2014. Development of full Communications Plan by the end 2014. Implementation of plan activities throughout 2015-17.

Leads: Communications Director Ellen Szarleta, with new Public Relations Officer, support from Global Coordinator Rachel Payne.

- 2) Conduct Focused Media Outreach:** Development of media contacts globally, including salient web sites. Timely issuance of press releases and coordination of media availability on ASAP reports, campaigns, intervention projects and other major efforts. Guidance to ASAP leadership and membership on effective outreach to media.

Targets: Completion of Media Strategy as part of Communications Plan by the end of 2014. Commissioning or production of two media-outreach/'how to' pieces per year, including some tailored to specific global regions, for dissemination on ASAP's web site and directly to chapters and members.

Leads: New Public Relations Officer, with support from Global Coordinator Rachel Payne and in coordination with Communications Director Ellen Szarleta.

- 3) Further Develop Impact: Global Poverty Project:** posting of Impact Stories on web site to showcase impact-oriented work by academics globally. Develop impact advice component in articles, possibly videos. Recruit contributing editors to write for and commission articles. Assessment of existing literature and development of 'ASAP Impact Principles' document that can be widely circulated.

Targets: minimum 10 Impact stories per year; four advice stories in 2014-15, six in subsequent years. ASAP Impact Principles report issued by November 2015.

Lead: Global VP Luis Cabrera and contributing editors/writers, assigned interns.

- 4) Twitter/Facebook:** Share the latest poverty research and demonstrate its relevance for current events as well as showcase ASAP-relevant material on Twitter and Facebook.

Targets: 1500 Twitter followers by the end of 2014; 2700 in 2015; 4000 by the end of 2016. Facebook: 3000 likes by the end of 2014; 4200 in 2015; 5400 by the end of 2016.

Leads: Global Coordinator Rachel Payne and Communications Director Ellen Szarleta.

- 5) **ASAP Web Site Development:** ongoing improvement to the infrastructure, appearance, functionality, structure and security of the ASAP website. This includes the measurement of content usage and website speed. Support will be offered to ASAP Global Board and Chapters where possible in setting content priorities and providing guidance on future website optimization plans.

Targets: site theme update begins July 2014; website usage report due September 2014, completion of first stage of site restructure to enhance usability and functionality by February 2015

Leads: Web Director Miles Thompson and Web Committee Vice-Chair Oskar MacGregor, with Web Committee members and interns.

- 6) **Education:** explore the development of a focused set of informational and educational resources on poverty and explore linking to existing salient resources developed by partner organizations. These could include primers on global poverty and related issues, 'state of the field' articles on specific issues, an FAQ section about global poverty and research, an annotated bibliography of poverty-related research, syllabi and classroom exercises. The materials would be prominently featured on the ASAP home page. Chapters will be encouraged to develop country- or region-specific materials.

Targets: Feasibility/need study conducted by August 2015. If approved, minimum five new resources added by March 2015; 10 in subsequent year, and 15 in following year (backgrounders, syllabus collections, articles; bibliographies).

Leads: Possibly new Education Officer, support from Communications Committee (web content team), assigned interns, Global Coordinator Rachel Payne, guidance from Global Board Member Keith Horton.

- 7) **Explore a Policy or Working Paper Series:** per feedback from Chapters, ASAP will explore possibilities for developing a Policy Paper or Working Paper series. This exploration will focus on the possible value added by either type of series and its possible contribution to the organizational mission.

Targets: investigation of possibilities concluded by the end of 2014 and report made to ASAP Global Board and Chapters.

Lead: To be determined (Global VP Luis Cabrera in interim)

4c. Applied Research, Interventions and Campaigns

ASAP will provide guidance and web support for selected academics in pursuing their own, research-informed intervention projects. It will also conduct or support narrowly targeted campaigns on specific issues, seeking to influence and inform poverty policy and contribute to shifts in norms on the acceptability of severe poverty.

Objectives

- 1) Develop Targeted Campaigns
- 2) Encourage New Research/Intervention Projects
- 3) Finalize and Publicize the Global Poverty Consensus Report
- 4) Finalize and Publicize the Illicit Financial Flows Experts' Study
- 5) Finalize and Publicize the Institutional Reform Goals Project
- 6) Finalize and Publicize the Know Your Rights India Project
- 7) Finalize and Publicize the Moral Psychology and Poverty Alleviation Project
- 8) Possibly Undertake a Climate Change Week Project
- 9) Showcase ASAP-affiliated Projects

Activities

- 1) **Development of Targeted Campaigns:** ASAP will seek to enlist global academic support to tackle specific poverty-related issues through advocacy, on both national as well as international levels. One example might be influencing the new Sustainable Development Goals. Campaigns could include online petitions, open letters, organized testimony, targeted lobbying and other means of influencing outcomes.

Targets: Pilot campaign developed by end 2014, with minimum one per year in 2015-17.

Lead: Membership Director Jason Hickel.

- 2) **Encourage New Applied Research and Intervention Projects:** Develop guidelines for ASAP applied research/intervention projects and encourage the development of new ones. Pursue funding for them where appropriate. Give guidance and support as possible to project leads on promoting impact for their projects, including on policy makers, civil society groups, media outlets, etc.

Targets: Develop ASAP Project guidelines by the end of 2014, possibly to include affiliated projects noted or featured on ASAP's web site but not receiving specific support. Assessment of existing projects and support needed by the end of 2014. Identify one new ASAP Project per year through 2017.

Lead: ASAP Projects Officer, with support from Project Leads, Fundraising Officer Helen Yanacopulos.

- 3) **Finalize and Publicize the Global Poverty Consensus Report:** Survey of leading poverty experts on appropriate post-Millennium Development Goals agenda and global poverty priorities moving forward.

Targets: Completion of summary report on analysis of 40 in-depth, semi-structured interviews by October 2014. Publicizing of report in November 2014.

Leads: CROP Director Alberto Cimadamore, Professor of Philosophy Emerita from the University of Toronto Lynda Lange, and ASAP Global Coordinator Rachel Payne; Public Relations Officer.

- 4) **Finalize and Publicize the Illicit Financial Flows Experts Study:** Project surveying academic experts on illicit financial flows. Delphi research method experts were hired from successful ASAP fundraising campaign of 2013.

Targets: Successful completion of study and dissemination of findings through ASAP site, other online sites and commercial media outlets by September 2014.

Leads: Global Coordinator Rachel Payne, contract researchers, Public Relations Officer.

- 5) **Finalize and Publicize the Institutional Reform Goals Project:** ASAP's IRG project calls for the reform of institutional rules and practices that, unlike poverty eradication outcomes, are directly within the control of the world's wealthiest states.

Targets: Completion and dissemination of the project report by the end of 2014.

Leads: Global Board Member and Canada Chapter Chair Mitu Sengupta, President Thomas Pogge, Public Relations Officer.

- 6) **Finalize and Publicize the Know Your Rights India Project:** Project working with NGOs in several Indian states to improve individuals' knowledge of government-backed entitlements and ways of claiming them. Pilot study underwritten by Griffith University, Brisbane, Australia.

Targets: Study methodology, sites and team in place by end 2014. Pilot completed by June 2015.

Lead: ASAP India Chapter Lead Ashok Acharya, with Luis Cabrera.

- 7) **Finalize and Publicize the Moral Psychology and Poverty Alleviation Project:** Project bringing together researchers working on moral psychology to use existing

research and encourage new research to improve our understanding of the most effective means to motivate individuals to act to alleviate global poverty.

Targets: Those under discussion include literature reviews of the most important existing work for different audiences as well as workshops and events specifically gathering researchers working in relevant fields to encourage and promote new research.

Lead: Global Secretary Matthew Lindauer

- 8) Possibly Undertake a Climate Change Week Project:** would be aimed at catalysing action by academics around the world in response to climate change. Exploratory study of interest in and feasibility of such a project.

Targets: The interest in and feasibility of such a project will be assessed and a decision made on it by end 2014.

Lead: Global Board Member and Oceania Lead Keith Horton, possibly intern.

- 9) Showcase ASAP-affiliated Projects:** Web-site promotion of salient projects not directly supported by ASAP Global or Chapters but whose aims are highly complementary to ASAP's.

Targets: By the end of 2014, develop guidelines for which sorts of projects will qualify as 'ASAP-affiliated' and for how they will be featured on the ASAP web site, on ASAP Facebook, twitter, etc.

Lead: ASAP Projects Officer.