

ROW STRATEGIC PLAN 2023-2025



February 2023

INTRODUCTION

- The Recovery on Water (ROW) Board of Directors led a process, working with Staff, to develop a 3-year strategic plan for 2023 through 2025
- This document outlines the key strategic pillars, their core goals, the key strategies, and success factors for each pillar
- The strategies and strategic pillars are all designed to further the organization mission



An aerial photograph of a rowing team in a long, narrow boat on a body of water. The boat is white with blue accents and has the number '19' on the bow. There are eight rowers visible, each with their own oar. The water is dark and rippled. The boat is moving towards the top of the frame.

THE ROW MISSION

Recovery on Water (ROW) is a rowing team that gives breast cancer patients and survivors the unique opportunity to interact, become active in their recovery, and gain support from their peers.

- **Who we serve:** Breast cancer patients and survivors across all stages of the disease. We are a women's team and welcome female identifying and non-binary individuals
- **How we serve:** Rowing and providing a team environment are the foundation of ROW
- **Why we do it:** Studies have shown that exercise has highly positive effects for those undergoing treatment for breast cancer, mitigating fatigue and other side effects, and reducing rates of recurrence up to 50%
- **What results:** Members increase their weekly activity 66% on average, and report improvements in side- and after-effects of treatment, including lymphedema, osteopenia/osteoporosis, muscle atrophy, loss of mobility/range of motion, depression, anxiety, and fatigue



STRATEGIC PILLARS AND GOALS

Growth

Expand the ROW community and the impact we make, by serving more breast cancer survivors in Chicago and beyond

Diversity

Increase ROW's diversity and accessibility to expand participation of underrepresented and underserved groups in all areas of the organization including programs, board, staff

Marketing / Partnerships

Be the most recognized fitness-related cancer support organization in Chicago

Organizational Sustainability

Achieve organizational sustainability to support ROW's mission and ensure value and impact with strong financial planning and revenue growth, leadership effectiveness, and board and staff development

GROWTH

Strategies

- Expand Power10 camps and offer camps in additional locations
- Expand programs to additional locations in Chicagoland
- Pilot a sculling program to increase accessibility to a broader population

Success Factors

- Increase the number of team members, while retaining a strong sense of team
- Increase the total number breast cancer survivors we serve annually across all programs (includes team members and non-team members)
- Expand the greater ROW community and provide meaningful ways to engage with the organization
- Provide impactful programming to individuals in more locations



DIVERSITY

Strategies

- Target outreach towards underrepresented and underserved groups
- Identify and remove barriers to participation for underrepresented and underserved groups
- Develop and implement a recruitment strategy for staff and board to better include underrepresented groups
- Identify & engage with key community partners to increase diversity

Success Factors

- Changing ROW demographics to include more members from underrepresented and underserved groups: race & ethnicity, gender inclusivity for female identifying and nonbinary individuals, previvor through spectrum of survivorship, socioeconomic, ability
- Retention rates across demographic groups
- Number of partnerships from identified communities
- Marketing that promotes diversity & inclusion

MARKETING AND PARTNERSHIPS

Strategies

- Develop and execute a program that will re-establish and create new relationships with oncology and related medical professionals in the Chicagoland medical community
- Develop and execute a program to target and engage new corporate partners and donors in the Chicagoland area
- Develop and execute a program that will identify and engage key partners in the local rowing and breast cancer support communities

Success Factors

- Expand number of relationships with oncology and related professionals in the Chicagoland medical community
- Expand the number of new corporate relationships and corporate donations
- Grow media presence across multiple platforms
- New partnerships that help us achieve our strategic goals



ORGANIZATIONAL SUSTAINABILITY

Strategies

- Increase revenue from individual donations by growing overall donor base
- Develop and execute a program to engage and build relationships with new major donors
- Enhance grant revenue
- Develop and implement board and staff development programs
- Develop staffing and operations model to support membership and program growth

Success Factors

- Increase revenue in line with or exceeding planned organization growth
- Attract, develop, engage, and retain high-quality staff
- Attract and develop an engaged and diverse board of directors

MEASURING SUCCESS

Strategic Pillar	Outputs	Outcomes
Growth	<ul style="list-style-type: none"> • # of team members grow by 2x • # of breast cancer survivors served grow by 3x • Volunteers & volunteer hours grow by 1.5x • Grow from 2 to 5 locations 	<ul style="list-style-type: none"> • Participants report feeling a strong sense of team and team support - 95% • Members have improved self esteem - 95% • Increasing weekly activity • Participants learn to self-manage wellness through exercise
Diversity	<ul style="list-style-type: none"> • Diversity on the team and in programs increases by 50% • Retention rates of 85% similar across all demographics • 4+ partners in identified communities 	<ul style="list-style-type: none"> • Diversity of team reflects population of breast cancer survivors • Satisfaction of all team members consistent across all groups • Participants learn/understand diverse nature of the disease
Marketing & Partnerships	<ul style="list-style-type: none"> • Relationships with oncology and related professionals grow by 30% • 5+ rowing & breast cancer community partners • Corporate partners/donors grow by 100% 	<ul style="list-style-type: none"> • Referrals from oncology professionals grow by 50% allowing ROW to reach women earlier • Engagement and donor base grows thereby increasing awareness of breast cancer and benefits of team exercise
Organizational Sustainability	<ul style="list-style-type: none"> • # of Individual donors grow by 30% • Average gift of current donors increases by 20% • Major donors grow by 100% • Staff development hours increase by 50% • Board size grows by 3+ 	<ul style="list-style-type: none"> • Scholarship pool grows to support a more economically diverse team • Growth and diversity goals are supported • Engaged staff and high staff retention • Engaged board of directors

Note: Outcomes may be measures by survey of the team, staff, board





ROW