

## GAZeL Development Plan 2011 - 2012

The GAZeL Board Of Directors is in the process of developing a Cluster Development Plan to help grow GAZeL into a vibrant and effective organization. The plan will include:

- Cluster infrastructure and organizational development
- Fundraising to support GAZeL operations and initiatives
- Membership/Associate development \*
- Initiatives to support eLearning enterprise development in Arizona
- Initiatives to promote the adoption of eLearning in business, government and education and to support eLearning consumers and practitioners in implementing eLearning projects to effectively address the needs of their organization

\* Associates vs. Members: For the next few months we will be recruiting "Associates" to get people engaged in the organization. As we develop our value proposition, including our events and initiatives, we can move toward the creation of a paid membership program.

### **GAZeL - A High Tech Industry Cluster Organization**

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In today's tough business environment innovation and business development is the name of the game. GAZeL, the Greater Arizona eLearning Association is an Arizona statewide High Tech Industry Cluster Organization. We are an alliance of eLearning entrepreneurs, educators, eLearning practitioners, and consumers and providers of eLearning technology and services.

#### **Our Vision For GAZeL**

We see GAZeL as the primary catalyst to position Arizona as a world leader in creating and adopting eLearning technologies and services. GAZeL will support Arizona eLearning enterprises in becoming world-wide industry leaders, and promote the adoption of eLearning as a viable and pervasive tool for commercial and public sector organizations, and educational institutions to more effectively operate and compete in local and global marketplaces.

#### **GAZeL and Economic Development**

Gazel is more than just another trade association. As an industry cluster GAZeL is focused on economic development for Arizona. Exporting technologies and services grows the Arizona economy by importing new money into the state. GAZeL, as a cluster, therefore will support Arizona companies in developing national and international markets to grow their company and our economy. GAZeL will also encourage Arizona businesses, government agencies and educational institutions to keep Arizona money in Arizona by "shopping Arizona first" for eLearning technologies and services.

#### **Arizona, a Leader in the eLearning Industry**

Arizona, home to many of the world's leading eLearning companies, is a leader in the eLearning industry. It is estimated that eLearning contributes over \$3 billion annually to the state's economy, and it is dramatically changing the way we educate, communicate and conduct business. Arizona companies develop and provide a broad spectrum of technologies and services from content and learning management systems to online education and training programs, simulations, web casting, web conferencing, consulting, eLearning research, and more.

## **Dual Mission**

Based upon our vision for eLearning in Arizona, GAZeL's dual mission includes:

- Supporting Arizona eLearning enterprises in creating advanced eLearning technologies and services, and increasing their share of revenues in the growing global eLearning market
- Expanding the consumer base by:
  - promoting collaboration and eLearning as an effective tool for education, training and conducting business on a local and global level
  - supporting eLearning consumers and practitioners in implementing eLearning projects to effectively address the needs of their organization

## **For eLearning Enterprises**

As a cluster, GAZeL initiatives will help eLearning enterprises develop new business opportunities in Arizona and to export technologies and services nationally and internationally. We will develop strategies to support the development of advanced eLearning technologies and services. We want to help them enhance their business practices, identify sources of business financing, and develop strategic alliances among industry members, consumers and with suppliers of materials, components or business services. We also will provide opportunities to network with consumers and other eLearning professionals, and engage in professional development opportunities.

While companies may be competitors, our industry members and consumers will exchange ideas and work together on issues for the common good. They may collaborate on initiatives such as industry marketing campaigns, education and workforce development, eLearning research, attracting new companies and suppliers, stimulating and supporting start-ups, and developing a business climate that supports technology development and adoption of eLearning. The cluster will provide a forum where members can exchange ideas, share in, and provide benefits for one another. The cluster also provides vital links between businesses, education, governmental, and economic development agencies.

## **For eLearning Consumers and Practitioners**

Expanding and supporting the consumer base for eLearning is a top priority. We support eLearning consumers and practitioners with opportunities to learn more about eLearning benefits and opportunities. They participate in professional development opportunities, explore best practices and network with other eLearning professionals. GAZeL will make it easier for practitioners to find Arizona resources, technologies, and services that will enable them to create eLearning initiatives to effectively address the needs of their organization.

## **What We Do**

GAZeL's activities may include

- GAZeL website/ Arizona eLearning community portal
- Industry updates, resources and a calendar of events provided through the portal, eNewsLetters and e-mail broadcasts
- eNewsLetters and e-mail broadcasts
- An Arizona online eLearning Industry Directory (to do)
- Trade shows, educational events, and product demonstrations for networking, and business and professional development
- Legislative and policy advocacy on behalf of the industry
- Special Projects, such as collaborative marketing /PR initiatives that promote eLearning and the industry
- Strategic relationships with other business, technology and education organizations
- Support Community initiatives such as ESATS, the eLearning System For Arizona Teachers and Students
- Provide Forums to share industry knowledge, white papers, etc.
- Encourage and provide access to eLearning research in Arizona

# Cluster Development Plan

The GAZeL Cluster Development will include:

- Cluster infrastructure and organizational development
- Fundraising to support GAZeL operations and initiatives
- Membership/Associate development \*
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## **GAZeL Infrastructure Development**

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The first order of business is the development of the infrastructure that will enable GAZeL to become a vibrant and effective organization. Infrastructure development includes:

- Organizational and Board development
- Define vision, mission, services and benefits
- Finalizing an Action Plan
- Hiring a Coordinator
- Committee development - Recruit Chairs and volunteers
  - Communications
  - Marketing
  - Fundraising
  - Events/Networking
  - Others TBD
- Short and long term website and CRM/database fixes/enhancements
- Fundraising strategy and materials
  - Organizational Sponsorship
  - Networking & Event Sponsorships
- Associate & membership development
- Marketing strategy and materials
- Communications infrastructure development
- Establishing/reestablishing linkages with other organizations such as: the: Arizona Small Business Association, Arizona Technology Council, Arizona School Boards, Arizona Technology In Education Association, ASU SKYSONG Innovation Center, University of Arizona Science and Technology Park, Arizona Universities, Science Foundation Arizona, Arizona Commerce Authority, Tucson Regional Economic Opportunities, Greater Phoenix Economic Council, more
- Financial Tracking and Reporting

## **GAZeL Organizational Development**

- Define vision, mission, services and benefits
- Board Development
- Associate & Membership Development
- Fundraising
- Action Plan
- Committee/Volunteer Development
- Hire Coordinator

## **Board Development**

- Members, functioning, participation, etc
  - Recruit new Board members that are willing to commit time to GAZeL and to specific committees, send sponsorship letter
- Elect and define role of Executive Committee
- Establish policies, procedures (Open Board meetings?)
- Elect Co-Chairs
- Communication strategies
  - Board Intranet
  - Board e-mail lists
  - Audio, web and video conferencing

## **Communications**

- Website
  - Arizona eLearning Community Portal
  - Calendar of eLearning related events
- Monthly eNewsLetters and as needed e-mail broadcasts
- Social networking accounts – Twitter, Facebook, etc
- Audio/web/video conferencing
- Board and Committee Collaboration Platform
- E-mail list serves
  - Board
  - Committees
  - Associates/Members

## **GAZeL Branding**

- Define vision, mission, benefits and services
  - eLearning enterprises and entities
  - eLearning markets and players
  - Arizona leadership
  - National eLearning and economic development community
- Branding and professionally developed logo, website , brochure, membership materials, e-mail announcements, etc
  - Assess need for new GAZeL logo

## **Associate Development (Not Membership)**

Focus on Associate development for first six months (no membership fees or levels)

- Define Associate vs. Member
- Value proposition – Associate benefits
- Marketing Strategy
  - Newsletter & e-mail blasts
  - GAZeL Brochure
  - Outreach - communities outside of Phoenix and Tucson
- Associate Development Infrastructure
  - Fix website to facilitate recruiting Associates
  - Fix website to facilitate process to join as an Associate
  - Fix website to facilitate volunteering for a Committee
  - GAZeL Associate/Member Interest Survey on Website
  - Fix CRM/data base to track Associates and volunteers
  - Membership Application
- GAZeL Events and Services

## **Membership**

- Value proposition – Member benefits
- Recruit Membership Chair
- Recruit Membership Committee
- Membership development
  - Update existing membership plan – levels, benefits and fees
  - Define target groups
  - Develop membership marketing plan
- Membership Development Infrastructure
  - GAZeL Brochure
  - Application form – PDF and website
  - Fix website to facilitate recruiting members
  - Fix website to facilitate process to join as a member
  - Fix website to facilitate volunteering for a committee

- GAZeL Associate/Member Interest Survey on Website
- Fix CRM/data base to track members and volunteers
- Develop GAZel benefits and services

### **Website & Database/CRM**

- Review existing Website
- ID Website Chair
- Recruit Website committee
- Find volunteer or contract with Drupal consultant on as needed basis
- Short -term website priorities
  - Improve navigation
  - Fix home page
  - Fix website to facilitate recruiting associates
  - Fix website to facilitate process to join as an associate
  - Fix website to facilitate volunteering for a Committee
  - Add GAZeL Associate/Member Interest Survey
  - Update Projects page
  - Fix website to facilitate recruiting sponsors and online sponsor payments
  - Update Investors/Sponsorship page
  - Develop newsletter template
  - Develop event announcement template
  - Add eLearning event calendar
  - Fix CRM to facilitate event registration and tracking
- Long Term Website development
  - Develop Website /CRM Data Base Committee
  - Review existing website
  - Explore alternative platforms
- Short term CRM/Database Fixes
  - Review and update CRM contacts
  - Develop data base of Arizona eLearning enterprises
  - Develop data base of key business, economic development and education contacts
  - Fix CRM/data base or explore options to track associates and volunteers
  - Fix CRM/data base or explore options to communicate with associates and volunteers (email lists)
  - Fix CRM for event registration and payment
- Long term CRM/Data base development
  - Develop Website /CRM Data Base Committee
  - Assess current CRM
  - Explore alternative data base solutions
- Determine and develop Collaboration/Intranet platform for Board, Committee and Initiative/Event Planning (GAZeL Website , GroveSite, other)

## **Committees**

- Define Needed Committees
  - Communications/Newsletter Committee
  - Events Committee
  - Website and Database Committee
  - PR/Marketing/ Outreach Committee
  - Membership Committee
  - Policy and Advocacy
  - Fundraising
  - Research
- Identify Committee Chairs
- Update Committee info on website
- Fix website to facilitate volunteering for a committee
- Send e-mail/newsletter soliciting volunteers
- Define procedures for managing and communicating with volunteers

## **Marketing Strategy**

- ID marketing Committee Chair
- Recruit Marketing Committee
- Update Marketing Plan
- Branding of GAZeL – Website , Brochure, membership materials, e-mail announcements, etc
- Develop Marketing Strategies
  - Events
  - Investors and Sponsors
  - Associate/Membership Recruitment
  - Target Groups and Statewide Outreach
- Marketing materials
  - Website
  - Brochure
  - Monthly Newsletter
  - e-mail announcements
  - Social networking accounts (Twitter, Facebook, LinkedIn, etc.)
- CRM/Databases
- Establish/reestablish relationships with other technology, education, business and economic development organizations
  - Arizona Technology Council
  - Arizona Technology In Education Association (AZTEA)
  - Arizona Small Business Association
  - Universities, Community Colleges, K-12
  - Arizona School Boards Association and Arizona Rural Schools Association
  - Other industry clusters and organizations (Optics, Nanotechnology, Arizona Association for Economic Development, etc)

- Key education advocacy/reform initiatives/organizations – Expect More Arizona, Arizona Business and Education Council (ABEC), Voices For Education, ABOR Solutions Through Higher Education
- eSATS
- Others
- Other

### **Fundraising/Sponsorships**

- ID Fundraising Chair
- Develop Fundraising Committee
- Update Fundraising Strategy
  - Organizational Sponsorship
  - Event Sponsorships
- Develop Fundraising Materials
  - Sponsorship Packages
  - Website updates
  - Brochure
- Fix website to facilitate recruiting sponsors
  - Fix website to facilitate online sponsor payments

### **Financial Management**

- Recruit Treasurer
- Financial Tracking and Reporting - Set-up Accounting System QuickBooks or Drupal (Online - Income, expenses sponsorships, event registrations, Invoices, etc)

## **Events and Initiatives**

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### **Committee Development**

- Recruit Chair
- Recruit volunteers
- Develop Events and Initiatives Plan

### **Current Plans**

- GAZel Networking Event – Carpe Diem Carpe Diem Collegiate High School and Middle School– Yuma
- Online Arizona eLearning Enterprise database/directory
- eLearning CEO Breakfast
- Support for eSATS eLearning Legislation
- E-mail blasts and social networking

## Others for consideration

- Organize ongoing eLearning Forum (Forum not just breakfast)
- Produce Bi-Monthly Networking events
- Sponsor High Level Technology In Education Forums
- Coordinate an Arizona eLearning Summit
- Advocate with key education advocacy/reform initiatives/organizations – Expect More Arizona, Arizona Business Education Roundtable, Voices For Education, ABOR Solutions Through Higher Education
- Develop an Arizona eLearning Research Strategy
- eLearning Enterprise Development Lead Development and implementation of eLearning enterprise industry Roadmap similar to Biotech Roadmap developed in 2002 that will focus on research, development and new product launches.
- eLearning Enterprise Funding: Facilitate eLearning enterprise access to funding sources such as Angel, Venture, Investor, and government funding . Help position Arizona enterprises to participate in the new 2012 \$2billion federal ARPA-E funding for eLearning enterprises to develop innovative new product
- National Contacts: Link with other similar associations nationally. Convince NAFTA to designate eLearning as a separate industry classification
- Research: Lobby Washington to greatly increase eLearning funding for research, and assure that Arizona has created research institutes and field testing laboratories that will attract the a major share of this funding
- Arizona Market Development: Develop strategies to support marketing and sales efforts of Arizona's elearning enterprises
- Digital Learning Center: Develop a strong supporting relationship with this soon to be created center and provide a pathway for all of Arizona's eLearning enterprise pK-12 products and services to be assessed and recommended in the Arizona market.
- GAZeL Sponsored Trade Missions
- GAZel/Arizona eLearning Enterprise booths at state and national conferences
- Coordinate collaborative Arizona elearning marketing campaigns

# Priorities

## March - April

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### Important Target Date - April 5-7, 2011

ASU SKYSONG Education Innovation Summit April 5-7

- Coordinator Attendance – develop Associate/member contacts & ID potential sponsors
- Brochure update & printing or create simple one pager for distribution
- Critical website updates
- Build relationship with SKYSONG

### March and April priorities include:

- Organizational and Board Development
- Develop Value Proposition
- Committee Development
- Infrastructure systems development
  - Website and CRM/Database
  - Financial Management system
  - Board & Committee Collaboration Platform
  - Board, committee and associate e-mail system
- Short term Marketing strategy and materials development
- Short term Sponsorship strategy and materials development
- Event Planning
  - Carpe Diem Networking Event
  - CEO Breakfast/Roundtable
  - One year event and initiatives plan
- Develop Associate/Participant list
- eNewsletter announcing the “New GAZel”
- Confirming relationship with SKYSONG
- Participation in ASU SKYSONG Education Innovation Summit April 5-7

### Organizational and Board Development

- Finalize Action Plan
- Hire Coordinator
- Continue Board recruitment and development
- Develop Committees
  - Website
  - Communications
  - Marketing
  - Fundraising
  - Events/Networking

- Define GAZeL Associate vs. member and the procedures for becoming an associate, entered into the CRM and volunteering for a Committee.

### **Marketing Committee**

- Committee development - Recruit Chair and volunteers
- Finalize branding
- Develop and implement short term marketing plan
- Collaborate with Fundraising Committee on Sponsorship materials
- Collaborate with Website Committee on site content
- Assess current brochure
- Assess current logo
- Establish/reestablish relationships with other technology, education, business and economic development organizations
- Establish/reestablish relationships with other key education advocacy/reform initiatives/organizations

### **Fundraising/Sponsorships**

- Committee development - Recruit Chair and volunteers
- Develop short term Fundraising Strategy
  - Organizational Sponsorship
  - Event Sponsorship
- Develop/update fundraising & marketing materials/Sponsorship Packages
- Enable website to facilitate recruiting sponsors and online sponsor payments
- Collaborate with Marketing Committee on Sponsorship materials
- Collaborate with Website Committee on site content

### **Website/CRM-Database Committee**

- Committee development - Recruit Chair and volunteers
- Research Drupal functionality
- Develop and implement plan for short term fixes
  - Update website content
  - Improve navigation
  - Enable website to facilitate recruiting associates
  - Enable website to facilitate process to join as an associate
  - Enable website to facilitate volunteering for a committee
  - Enable access to GAZeL Associate/Member Interest Survey
  - Update Projects page
  - Enable website to facilitate recruiting sponsors and online sponsor payments
  - Update Investors/Sponsorship page
  - Develop newsletter template
  - Develop event announcement template
  - Add GAZeL and eLearning related event calendar
  - Find volunteer or contract with Drupal consultant on as needed basis
- Develop Online Arizona eLearning Enterprise database/directory

- Short term CRM/database fixes
  - Enable database for Associate registration
  - Enable CRM to facilitate event registration, payment and tracking
  - Enable database for online sponsor registration, tracking and payments
  - Enable database for Online Arizona eLearning Enterprise database/directory
  - Enable database for tracking GAZeL Associate/Member Interest Survey
- Other TBD

### **Communications**

- Set-up e-mail list serves – Board, Committees, Associates
- Set-up social networking accounts – Twitter, Facebook, etc
- Set-up Board and Committee Collaboration Platform

### **Events**

- Committee development - Recruit Chair and volunteers
- Plan Carpe Diem Networking Event
- Begin planning CEO Breakfast/Forum
- Develop 6 month Events Plan

### **Financial Management**

- Recruit Treasurer
  - Assist Treasurer in selecting and setting-up online financial management system to track Income, expenses sponsorships, event registrations, Invoices, etc)
  - Assist Treasurer in developing a budget

### **Newsletter**

- Publish GAZeL Newsletter and send e-mail blast announcing GAZeL development and plans, volunteer opportunities, etc

### **Legislative Support**

- Support for eSATS legislation

## **May - June**

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### **Marketing**

- Implementation of short term Marketing plan
- Develop and implement long term Marketing Plan

### **Sponsorship**

- Implement short term Sponsorship plan
- Develop and implement long term Sponsorship/Funding Strategy

### **Events**

- Continue planning CEO Breakfast/Forum
- Coordinate Carpe Diem networking Event
- Initiate planning of other events defined in six month events plan

### **Website**

- Develop long term web site development plan
- Explore options for website platform, database, email, email marketing and event announcements and event registration
- Enable website for Board/Committee Collaboration

### **Associate and Membership Development**

- Update/develop Membership program and strategy
- Set-up membership recruitment and management systems
- begin development of prospect list
- Develop membership materials

# Action Steps

## What We Need ASAP

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- Value proposition – Why Should People join/sponsor GAZel
- Infrastructure/Website/Systems
- Money

## Target dates

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- End of April or mid May - Launch of "New GAZel" campaign to promote GAZel and recruit "Associates" - linked with Networking event
- Mid may GAZel Networking Event
- Short term funding
  - End of April - mid May \$2500
  - End of May - \$5000

## What Needs to Happen

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- Mid April – Edit/reaffirm branding & content for website, brochure, sponsor materials, etc (need new logo, but later) – use existing brochure for now and develop one pager.
- End of April- Create the value proposition - development of one year, events/initiatives plan (online and face to face Board planning in early April) -probably most important activity
- End of April to mid May - Short term Website fixes - structure & navigation, content, etc
  - Need Drupal volunteer or paid support
- End of April to mid May - basic Infrastructure/database development
  - An **integrated web based system** for membership management, financial management and reporting, online registration and payments for membership, sponsorship and events, volunteer and committee management, e-mail marketing, Board and committee collaboration - **current system or other.**
  - Also need GAZel phone number (Google voice) and e-mail address
- End of April – Short Term Funding Strategy
- Mid May - Development of eLearning Enterprise database
- Engage with SkySong on April Innovation in Education conference

**Note: Associates vs members - can't recruit members until we have value proposition and systems in place**

## Immediate Action Steps

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- Convene Marketing Team to address branding and content
- Create Infrastructure/Systems team
- Develop Value proposition - Board planning session
- Create Fundraising Team
- Create Website Development Team - short term website fixes
- Collaborate with SkySong to develop eLearning Enterprise Database
- Plan Networking Event
- Plan major CEO function