



FEZANA STRATEGIC PLAN

SECOND 10 YEAR PLAN

2011-2021

Context

The first ten year strategic plan (1997-2006) with a road map for our community was drawn up in 1997. Much has been achieved, much remains. It is time to revisit our strategic goals and aspirations. We live in a dynamic global environment changing rapidly. Collectively, we need to reflect on how we wish to structure our own Zarathushti community in this new environment. The plan for FEZANA has to be objective, unbiased, unprejudiced, factual and tangible.

Vision

To create an environment conducive for growth and progress where every individual feels part of the whole community and every association feels part of the larger organization.

Mission

"To develop a Zarathushti community in North America that is well-connected, well-educated, well-grounded in Zarathushti religious thought, values, and ethics, respectful of diversity, strong in collective giving, economically prosperous, a community which will be recognized for its contribution in all aspects of religious and communal life."

Core Values

- Creating an environment of "HAMAZORI" (harmony) built upon a strong foundation of Zarathushti values and principles
- Respecting, accepting and celebrating differences by empowering individuals of different views on the religion to work together in a synergistic manner
- Recognizing and promoting Zarathushti way of life, by enhancing education, religious and cultural knowledge
- Increasing awareness of Zarathushti religion and culture domestically and globally through carefully planned community initiatives and interfaith participation
- Establishing a strong foundation of economical stability and financial growth
- Volunteerism, in the spirit of participation develop and nurture Zarathushti community programs

Strategy

To develop and nurture a knowledge and activity base within the community to strengthen religiosity, inculcate pride and accept ownership of Zarathushti values and culture.

To develop and nurture an infrastructure for the domestic and global Zarathushti community, through constructive framework of available resources.

Goals

1. Showcase FEZANA around the world
2. Increase awareness of FEZANA domestically
3. Foster HAMAZORI (harmony) by building strong relationships between various Zarathushti entities/groups
4. Advance religious education, cultural awareness, and interfaith dialogue
5. Ensure economic stability through fund raising and prudent investments

Stakeholders

Member Associations
Corresponding Members
Standing Committees
Ad-Hoc Committees
Zarathushti community

AD HOC STRATEGIC PLANNING COMMITTEE

Mahrukh Motafram, mahrukhm83@gmail.com

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OUTCOMES OF STRATEGIC PLAN 1996-2006

The ad hoc Strategic Planning Committee, in consultation with the stakeholders, took stock of the progress made on the first ten year FEZANA Strategic Plan (1996-2006). The information so gathered was foundational to the developing the second ten year Strategic plan (2011-2021). A summary of the outcomes of the first ten year Strategic Plan 1996-2006 is given in the Appendix – 1996-2006 Outcomes

MILESTONES FOR 2011-2012

RECOMMENDED WORK PLAN

Stage 1: To be completed by May 31, 2011

- Action plan line items have been assigned to appropriate standing/ad hoc committees, who will bear the primary responsibility for implementation.
- Member associations and corresponding members can identify a line item in each plan to work with the Committee

Stage 2: To be completed by August 31, 2011

Identify Short Term Goals

- Each standing/ ad hoc committee together with the member association and/or corresponding member can prioritize 2-3 line-items from each action plan to work upon for the next 2-3 years

Identify Long-Term Goals

- Each standing/ad hoc committee together with the member association and/or corresponding members can prioritize 3-5 line-items from each plan to work upon for the next 8-10 years

Stage 3: To be completed by April 2012

- Each standing/ad hoc committee together with the member associations will implement the goals as required.
- Present the progress at the FEZANA AGM with progress updates during the year, every 3 months

GOAL 1

Showcase FEZANA around the world

To achieve participation from the Zarathushti Community, domestic and global, effort has to be made to communicate the strength of FEZANA. The success stories generated in the last decade, for example, majority of the member associations are enjoying dynamic success in their own communities need to be shared at the national level. The progress achieved by the Committees needs to be periodically communicated to the Zarathushti community.

The success on the domestic front will enable FEZANA to be a recognized global entity. Work towards strengthening ties with other Zarathushti communities around the world and be a key player to explore opportunities for a Global Zarathushti Council/Body.

Action Plan for 2011-2021

FEZANA Public Relations committee is the primary committee responsible; in addition, all other standing and ad hoc committees, members and corresponding members are encouraged to support this goal. Each committee is encouraged to highlight progress on outcomes for action items in the following four (4) goals as needed. Members and corresponding members are encouraged to advertize and highlight special events.

Public Relations Campaign and Media Blitz

- Public Relations plan in line with the FEZANA Strategic plan
- Crisis communication plan
- News releases, highlighting events like Congress, UN participation; targeting and distributing to appropriate media
- Develop on-line media releases; "virtual" media kit on FEZANA web-site; easily accessible information resource for media
- Revise and develop a FEZANA brochure highlighting current committees and information

Recommended Electronic Media for communication and distribution

- Committees utilize teleconferencing and video-conferencing tools to conduct meetings, religious classes
- Enhance the FEZANA website, make it interactive with member websites, complimentary organizations, and global entities ; independent FEZANA committee websites, example, similar to proposed FIRES website
- On-line subscriptions, FEZANA Journal, available on-line, with mail-in option; utilizing search engines to find on-line editions
- Media-focused newsletters or publications to keep abreast of changes and events occurring within the Zarathusti community, especially reaching out to Zarathusti small groups
- Face-Book presence; each committee can be on Face-Book for easy communication
- ZYNA can encourage Zarathushti students at North American universities to have a presence on Face-Book and Twitter

GOAL 2

Increase awareness of FEZANA domestically

To build on a strong foundation requires pro-active communication and social networking between members, corresponding members and individuals. In addition, the standing committees can be huge resource; utilizing the various committees to build a robust image of FEZANA that is inspiring, appealing and as well as interesting enough, that has potential to increase participation.

Action Plan for 2011-2021

The action plan items can be achieved with the support from all standing committees, ad hoc committees, members and corresponding members and/or interested Zarathushti individuals.

Standing and Ad Hoc Committees

Co-ordination and Planning, FIRES, Information Receiving and Disseminating, North American Zarathushti Congress, Public Relations, Small Groups, Sports, ZYNA, Census and Survey

The individual chairperson for each committee is responsible for action items pertaining to their committee. In addition, each committee chairperson needs to:

1. Revise the committee Terms of Reference to accommodate action items
2. Include at least one young adult on the committee
3. Identify immediate short term (1 year), short term goals (2-5 years), and long term goals
4. Each committee will report each year at the FEZANA AGM on their progress and achievement of goals

The committees are encouraged to work in liaison with other committees and/or complimentary organizations to achieve maximum results (NAMC, WZCC, NextGenNow, ZWIN network, global partners like WZO and others)

GOAL 2.....CONT'D

	<i>PRIMARY RESPONSIBILITY</i>
Encourage members and corresponding members to actively engage between themselves; increase participation at AGM's and other	PLANNING AND CO-ORDINATION
Conduct team-building exercises to encourage team spirit at FEZANA AGM's	ZYNA
Advertise and promote FEZANA at Zarathusti sports events; create banner with FEZANA logo	SPORTS
Facilitate dialogue between members, corresponding members by conducting workshops, interactive seminars, conferences at regular intervals	PLANNING AND CO-ORDINATION
Request each member to assign a FEZANA representative to help increase and disperse communication within their constituencies	PLANNING AND CO-ORDINATION
Encourage corresponding members to host FEZANA AGM's	SMALL GROUPS
Enhance communication through monthly newsletters posted on the web by the executive; progress updates by the standing committees posted on the web or e-mail blasts	PLANNING AND CO-ORDINATION
Encourage individuals from corresponding members to lead FEZANA committees	SMALL GROUPS
Encourage participation of at least one young adult on standing/ad hoc committees	ZYNA
Increase Journal publication/subscriptions; raising web presence to facilitate wider/younger audience ; advertise upcoming issues of Journal by sending e-mail blasts on websites; encourage members to advertise in newsletters	INFORMATION RECEIVING & DISSEMINATING
Extend an option for on-line subscription for FEZANA Journal; publication on-line with an option for printing hard copy and mailing	INFORMATION RECEIVING & DISSEMINATING
Enhance FEZANA web/development and presence; blogs, highlighting events/association news	INFORMATION RECEIVING & DISSEMINATING
Interface FEZANA web-site with NAMC, NextGenNow and other complimentary web-sites; global partner websites like WZO	INFORMATION RECEIVING & DISSEMINATING
Encourage small groups/corresponding members/Zarathusti to participate at Congresses	NORTH AMERICAN CONGRESS

Develop a Public Relations program and kit; be pro-active for domestic and global issues/ opportunities; enhance media relations; incorporate current social networking techniques , example: face-book and twitter	PUBLIC RELATIONS
Develop and print FEZANA brochure with revised and current information	PUBLIC RELATIONS
Develop FIRES (FEZANA Information Research and Education Systems) to include an online catalog of Zarathushti books, audiovisual manuscripts, literature, magazines and scholarly research; Books that can be digitized without copyright infringement will be available online	FIRES
FEZANA Journal archives made accessible on FEZANA and FIRES website in a Google searchable format; search conducted either by title, subject matter, or the date of the Journal	FIRES
Develop a "adopt a small group program" to encourage membership of corresponding members; create opportunities of interest to attract membership	SMALL GROUPS
Propose a "blue-ribbon Constitution Review Committee" to propose modifications to the current existing constitution; if necessary, recommend "standard operating procedures/guidelines"	PLANNING AND CO-ORDINATION
Conduct a census/survey of Zarathustis every 5 years residing in North America; update and refresh directory on website	CENSUS AND SURVEY
Incorporate "green technology" criteria; emphasizing and advertising the fact, Zarathustis were the first environmentally conscious individuals	PLANNING AND CO-ORDINATION
Prepare a bid for future World Zarathusti Congress in North America	CONGRESS
Encourage Zarathusti sports/Olympics hosted by FEZANA; promote FEZANA as a primary sponsor	SPORTS

GOAL 3

Foster HAMAZORI (harmony) by building strong relationships between various Zarathushti entities/groups

Increase harmony between groups of diverse nature with the support of members, corresponding members and interested Zarathushti individuals. The main theme is "HAMAZORI"; facilitate dialogues, conduct workshops at conferences; working towards better understanding between different Zarathushti groups.

Action Plan for 2011-2021

These action plan items can be achieved with the support from all the standing committees, ad hoc committees, members and corresponding members and/or interested Zarathushti individuals.

Standing and Ad Hoc Committees

Co-ordination and Planning, FIRES, Information Receiving and Disseminating, North American Zarathushti Congress, Public Relations, Small Groups, Census and Survey

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	PRIMARY RESPONSIBILITY
<i>Facilitate dialogue by conducting workshops, interactive seminars, conferences between diverse groups, like traditionalists/reformists, Iranian Zarathustis/Parsees, interfaith families.</i>	PUBLIC RELATIONS
<i>Increase inter-generational and cross-cultural participation at youth and adult Congresses; result oriented workshops to be implemented in the community and reported accordingly</i>	NORTH AMERICAN ZARATHUSHTI CONGRESS

<i>Encourage participation from Zarathushti and non-Zarathushti scholars/speakers at North American Congresses/conferences to allow open debate of diverse viewpoints</i>	CONGRESS
<i>Conduct interesting and interactive FEZANA session at the Congress; committee chairs to highlight successes; young adult to chair the session</i>	CONGRESS
<i>Explore options to economize youth and adult Congress expenses; increase youth subsidy through FEZANA member contributions using matching funds</i>	CONGRESS
<i>Encourage ZYNA to take on more leadership responsibilities, have seminars and conferences; promote and advertise FEZANA at sports events, youth Congresses</i>	ZYNA
<i>Intergenerational initiatives/programs; establish Council of Elders/Advisory group to assist and advise the executive on critical subjects</i>	PLANNING AND CO-ORDINATION
<i>Pro-actively dealing with socio-cultural-religious needs of interfaith children and spouses and others; inclusion, being the basic theme across the board</i>	PUBLIC RELATIONS
<i>Interface FEZANA web-site with NextGenNow and other complimentary web-sites; encourage</i>	ZYNA
<i>Encourage, organize, and sponsor round table conferences specifically designed to discuss inclusion of diverse groups, FEZANA, a leader in encouraging global working partnerships</i>	PLANNING AND CO-ORDINATION
<i>Invite complimentary organizations, WZCC, NAMC, NextGenNow, ZWIN Network, WZO and others to attend the FEZANA AGM; send FEZANA representatives to attend their meetings</i>	PLANNING AND CO-ORDINATION
<i>Continue efforts to represent FEZANA on an international level; key player in the global round table conferences</i>	EXTERNAL AFFAIRS
<i>Assistance for seniors; create a Z senior website under FEZANA web-site</i>	WELFARE
<i>Identify and explore senior living sites/places in North America</i>	WELFARE
<i>Continue assistance and raising funds for Zarathusti individuals and families facing temporary crisis in North America and globally</i>	WELFARE
<i>Increase student exchange program, domestic and international; explore "Zarathusti youth without borders"</i>	ZYNA

GOAL 4

Continue to advance religious education and cultural awareness; outreach initiatives through interfaith dialogue

Increase knowledge and understanding for religious, spiritual and cultural traditions within the North American Zarathushti community; raise awareness to the larger community around through community service projects and interfaith dialogue.

Emphasis on academic/music/sports awards and scholarship programs for the academically gifted, and provide aid to the academically challenged. Develop community social programs. Encourage Zarathushti youth groups on College campuses to liaison with each other.

Action Plan for 2011-2021

These action plan items can be achieved with the support from all the standing committees, ad hoc committees, members and corresponding members and/or interested Zarathushti individuals.

Standing and Ad Hoc Committees

Planning and Co-ordination, Education, Public Relations, Heritage Preservation & Historical Research, Information Receiving and Disseminating, Public Relations, Interfaith Activities.

The individual chairperson for each committee is responsible for action items pertaining to their committee. In addition, committee chairperson needs to:

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GOAL 4...CONT'D

	PRIMARY RESPONSIBILITY
Efforts to increase awareness for Jamshedi Nowruz, March 21	PUBLIC RELATIONS
Organize a core Curriculum for all ages for distribution; books, CD's, education web-sites that can be downloaded; interactive websites	RELIGIOUS EDUCATION
Work with NAMC to develop Mobedyar Program; interface FEZANA website with NAMC website	RELIGIOUS EDUCATION
Prepare internet based religious education module using the core curriculum education framework	RELIGIOUS EDUCATION
Sponsor interfaith sessions at North American Congresses	INTERFAITH
Promote FEZANA at Interfaith meetings and conferences; distribution of FEZANA brochures and Zarathusti literature	INTERFAITH
Promote to increase awareness of FEZANA at UN activities	UN-NGO
Encourage discussions between both, ritualistic and spiritual aspects of Zarathushti religion; dialogue leading to better understanding why both are necessary; in liaison with NAMC	RELIGIOUS EDUCATION
Publish books/CD's/ web on Zarathusti festivals as practiced in North America	PUBLIC RELATIONS
Launch a Z traveling exhibit, with cultural artifacts and items from both Iran and India (cross-cultural)	PUBLIC RELATIONS
Encourage and develop exchange community service projects within North America and places abroad, like India and Iran	WELFARE
Increase substantive funds for college scholarships and/or loans to encourage and facilitate higher education	ACADEMIC SCHOLARSHIPS
Encourage young Zarathushti students on University/College campuses to form groups; reaching out to Zarathusti students attending colleges/universities from India, Iran and other countries	COORDINATION AND PLANNING
Encourage previous scholarship winners to form an "alumni"; with a membership fee that goes towards the scholarship fund	ACADEMIC SCHOLARSHIPS
Organize a fund raising event for a specific project related to the scholarship program	PLANNING AND CO-ORDINATION
Encourage community service part of college loan agreements	ZYNA

Propose sports/music/religious studies scholarships	PERFORMING & CREATIVE ARTS/SPORTS
Continue to promote the Zarathusti Symphony Orchestra; propose an endowment for the same	PERFORMING & CREATIVE ARTS
Propose a program for providing scholarships/aid to the needy and financially challenged regardless of their academic scores	ACADEMIC SCHOLARSHIPS
To serve as the central location in Houston, to maintain an online union catalog of FEZANA member association libraries listing Zarathushti books, audiovisual manuscripts, literature, magazines, to promote Zarathushti education and research by disseminating the information to the public.	FIRES
Social issues programs: Domestic violence/abuse initiative; re- establish the hot-line	WELFARE
Appropriate life choices; conduct seminars in local communities Education on appropriate life-style	WELFARE
Develop a booklet for "Breast Cancer Awareness", include benefits of regular mammograms/tests; other genetic disorders prevalent in the community	WELFARE

GOAL 5

Increase economic stability through fund raising and prudent investment

Continue to grow the financial infrastructure; encourage innovative fund raising techniques, targeting specific projects sponsored by FEZANA.

Action Plan for 2011-2021

These action plan items can be achieved with the support from all the standing committees, ad hoc committees, members and corresponding members and/or interested Zarathushti individuals.

Standing and Ad Hoc Committees

Planning and Co-ordination, Funds and Finance, Receiving and Dissemination, Small Groups, Public Relations

The individual chairperson for each committee is responsible for action items pertaining to their committee. In addition, committee chairperson needs to:

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GOAL 5.....CONT'D

	<i>PRIMARY RESPONSIBILITY</i>
Promote the Journal, increase Journal subscription by developing on-line program with mailing option; advertize Journal on complimentary organization websites	RECEIVING & DISSEMINATING
Increase advertisements in the Journal; members can sponsor Journal on a rotational basis	FUNDS & FINANCE
Encourage small groups inclusion; encourage groups to become members; increase current membership fees	SMALL GROUPS
Enhance volunteer contributions per project by individuals and associations	PLANNING AND CO-ORDINATION
Liaison with WZCC to assist young Z entrepreneurs in their communities, employment opportunities	FUNDS AND FINANCE
Interface FEZANA website with WZCC to further promote the business sector	PLANNING & CO-ORDINATION
Develop more innovative techniques for fund-raising; for example at present, signing up for "IGIVE.com, shop to help your cause" program where a percentage of purchases at select stores goes towards FEZANA	FUNDS AND FINANCE
Development a blue-print relating to the ethics of collective giving	FUNDS AND FINANCE
FEZANA infrastructure development; create an exploratory committee to draft a proposal for "FEZANA Foundation"; look into options for global prospective investors to fund specific projects in North America	FUNDS AND FINANCE

APPENDIX

STRATEGIC PLAN 1996-2006 OUTCOMES

GOAL 2

Increase awareness of FEZANA domestically

	STATUS	COMMENTS
<i>To develop an electronic format or print different aspects of the religion thereby increasing awareness of the religion and religious practices within the community</i>	ONGOING	
<i>Promote values and understanding of religious practices by holding discussion groups, seminars at local and regional level, and encourage youth to attend the same by providing financial assistance</i>	ONGOING	
<i>Preparation of Public Relations kit</i>	TO BE DONE	Rustom Kevala: This was done by Jim Engineer for Navruz in 2006. We need to precisely spell out what we mean by "Public Relations"
<i>Develop and promote the FEZANA Journal</i>	ONGOING	
<i>Identify and encourage small groups participation; Revisit membership requirements for small groups</i>	ONGOING	Rustom Kevala: Very important. It's time to revisit the constitution to make FEZANA more inclusive to all Zarathushti
<i>Update, publish and distribute directories at local and national level, 3 editions of the North American Directory have been published, 1996, 1997, and 2001; electronic version on the website</i>	ONGOING	Rustom Kevala: FEZANA needs to develop a master directory for internal use. This will also provide statistical information for the census
<i>Include ZYNA in all FEZANA activities; include youth in all sub-committees; encourage local associations to send the youth to FEZANA AGM's and/or Congresses and provide funds to facilitate that</i>	ONGOING	

GOAL 3

**Foster HAMAZORI (harmony) by building strong relationships
between various Zarathushti entities/groups**

	STATUS	COMMENTS
<i>Commission a book on "Zarathusti way of life in North America"</i>	ONGOING	
<i>Facilitate dialogue between diverse groups, increase cross-cultural interactions</i>	TO BE DONE	
<i>Organize and support youth congresses, inter-generational seminars, sports activities and youth camps</i>	ONGOING	
<i>Nomination by the President an Ad-hoc "Advisory group" and "Council of Elders"</i>	TO BE DONE	
<i>Include ZYNA in all FEZANA activities</i>	ONGOING	
<i>Books on Zarathushti festivals, customs in North America</i>	ONGOING	
<i>Organizing cultural events promoting Zarathushti culture at North American and World Congresses</i>	ONGOING	
<i>Retirement Living for the Elderly</i>	TO BE DONE	

GOAL 4

**Continue to advance religious education and cultural awareness;
outreach initiatives through interfaith dialogue**

	STATUS	COMMENTS
<i>Commission a book on "Zarathusti way of life in North America"</i>	<i>TO BE DONE</i>	
<i>Encourage interested Zarathustis to develop Gatha and Shahnama courses and guides</i>	<i>TO BE DONE</i>	
<i>To develop materials for children/youth/adult religious education</i>	<i>ONGOING</i>	
<i>To develop youth exchange programs</i>	<i>ONGOING</i>	
<i>Develop literature on meaning of religious practices, prayers, rituals, festivals</i>	<i>ONGOING</i>	
<i>Recognize and encourage demonstrated talent among young Zarathustis through granting of awards</i>	<i>ONGOING</i>	
<i>Establish substantive funds for college scholarships and/or loans to encourage and facilitate higher education</i>	<i>ONGOING</i>	
<i>Establish scholarships for Religious education</i>	<i>ONGOING</i>	
<i>Make community service part of college loan agreements</i>	<i>TO BE DONE</i>	

Goal 5

Increase economic stability through fund raising and prudent investment

	STATUS	COMMENTS
<i>Develop and implement economic programs</i>	TO BE DONE	
<i>Each association to have a committee to help Zarathustis to become economically stable</i>	TO BE DONE	
<i>Encourage Zarathusti business entrepreneurship</i>	ONGOING	
<i>Organize Business expos</i>	TO BE DONE	
<i>Planned gift using charitable trusts leveraged by insurance</i>	TO BE DONE	
<i>Trust Funds</i>	ONGOING	
<i>Volunteer contributions per project by individuals/members</i>	ONGOING	
<i>United Way</i>	TO BE DONE	
<i>Tithing</i>	TO BE DONE	