

# Invest 2024-2026 Strategic Action Plan

## **Mission Statement** Updated by Board 1/29/23

Invest encourages the pursuit of careers with independent agencies by educating emerging professionals on insurance, financial literacy and risk management.

## **Vision Statement**

Invest will be the recognized leader in developing a continual and diverse pipeline that chooses the Independent Agency System as a career.

## **Core Values**

- We act with integrity
- We are accountable for our results and actions
- We collaborate and innovate
- We care and are knowledgeable in our interactions

## **Six Strategic Priorities**

### Big “I” State Relations

Strengthen relationship with Big I state associations to make Invest more “agent-centric” by increasing the independent agency channel’s engagement in the classroom and across workforce development groups to better promote careers across the IA channel.

Staff leads: Volunteer Relations Program Manager with the support of Invest Board Agents

### Partnership Development

Clearly define Invest partnerships with other key stakeholders including schools, workforce development groups, and company partners.

Staff leads: Executive Director and Education Program Manager with help from Governance Committee

### Volunteer Engagement

Increase awareness and engagement with Invest volunteers and potential volunteers.

Staff leads: Volunteer Relations Program Manager with support of Agency Outreach Committee and Brand/Marketing Strategy Committee

### Licensing and Hiring Pathways

Identifying partners for pathways to licensure and connecting talent with independent agencies. Staff leads: Invest Staff with the support of Big “I” Staff/Programs and Invest Agency Outreach and Scholarship/Grants Committees

### Diversity Outreach

Increase the exposure and retention of individuals from underrepresented groups to insurance careers.

Staff leads: Education Program Manager with the support of scholarship and grants committee - *temporary replacement for programs and products of committee.*

### Fund Development

Broaden Invest’s donor base to increase funding.

Staff leads: Executive Director and Volunteer Relations Program Manager with the support of Agency Outreach Committee and Brand/Marketing Strategy Committee.

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Final review at Board Meeting on April 9, 2024

## Big "I" State Relations

**Priority:** Strengthen relationship with Big I state associations to make Invest more “agent-centric” by increasing the independent agency channel’s engagement in the classroom and across workforce development groups to better promote careers across the IA channel.

Staff leads: Whitnee Dillard, Johanna Holling with the support of Invest Committees

### Horizon 1 Goals (within 6 months)

Official Report during November 2024 Board Meeting

- Develop a national database with a listing for each state
  - Identify information to gather which may include: PL licensing requirements, CL licensing requirements, cost for licensing, CE requirements, etc.
- Do this by identifying states engaged in workforce development by researching all 51 state associations’ current efforts in filling the agency talent pipeline.
- Begin with meetings with each of the Executive Committee’s states to ensure they are involved in the process and continue with the existing regional state meetings.
- Based on these conversations, assess do the states have:
  - Licensing programs (pre-licensing and CE)
  - Agency operations training
  - Agency hiring/placement initiatives
  - Awareness of Invest
  - Assess status of these questions - yes | trying to develop | not yet in development | not interested in developing
- Once data is collected, conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 2.

*[After-Action Review (AAR) is also known as a ‘Lessons Learned’ exercise. It’s an open dialogue to review what went well and what could have been improved upon. These lessons are then used in future planning to avoid repeating non-productive actions.]*

### Horizon 2 Goals (6-12 months)

Progress Report at January 2025 Board Meeting & Official Report at April 2025 Board Meeting

- Based on AAR reevaluate Horizon 2 next steps between November, 2024 meeting and January, 2025 considering the gathered state research:
  - Can we identify a short list of states to work with in phase 1 - think proof of concept (POC)?
  - Working on this POC, allows Invest to continue to test and learn around the work we want to do with these states and attract interest from the states with whom we are not working (so that Phase 2 is easier).
  - Timeline - Complete this step between the November, 2024 meeting and January, 2025 meeting.

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- Potential next steps with the phase 1 states include:
  - Building a web page resource area to promote targeted state association and insurance affinity group workforce development initiatives
  - Bringing awareness and promoting state association and insurance affinity group workforce development initiatives on social media (monthly) and eblasts (quarterly)
  - Working with Big I Hires and state associations with strong workforce development initiatives to continue further the work they are doing
  - Working with Big I Hires to develop a Workforce Development Community for Big I State Association Leaders. With a goal to collaborate in capturing, developing and executing on new ideas in moving the needle forward in licensing and hiring new talent:
    - LinkedIn group with a weekly prompts/ideas for to engage
    - Quarterly virtual check in meetings
  - Reviewing funding needs and determining if/when fundraising should start and where fundraising lives on the Invest board.
  - Timeline – Complete these steps between November, 2024 and April, 2025 meeting.
  - Conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 3.

### **Horizon 3 Goals (12-24 months)**

Progress Report at January 2025 Board Meeting with Official Report April 2025 Board Meeting.

*NOTE: Goals in Horizon 3 mirror Partnership Guidelines for Junior Colleges/Workforce Development Groups*

- Based on AAR reevaluate Horizon 3 next steps and create an action plan between the April, 2025 meeting and May 31, 2025.
- Potential next steps include:
  - Plan for rolling out Phase 1/POC to more states.
    - Consider how to group these states.
    - Establish a timeline for full rollout of states.
  - Identifying KPIs/metrics for success which could include:
    - Demonstrated success of Big I Hires in conjunction with Invest and engaged Big I State Associations helping with **licensing** of at least XX individuals.
    - Demonstrated success of Big I Hires in conjunction with Invest and engaged Big I State Associations in helping with the **insurance industry job placement** of at least XX individuals.
    - Demonstrated success of Big I Hires in conjunction with Invest and engaged Big I State Associations in helping with the **independent agency job placement** of at least XX individuals. (66% of those licensed)
  - Plus Growth on Horizon 1 Goals
  - Timeline - Complete these steps between June 1, 2025 and the spring, 2026 meeting with a check-in at the fall, 2025 meeting.
- Conduct an After-Action Review (AAR) to review lessons learned for future projects.

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## Partnership Development

Strategic Priority: Clearly define Invest partnerships with other key stakeholders including schools, workforce development groups, and company partners.

Staff leads: Whitnee Dillard, Erika Matthews with support of Invest Committees

### Horizon 1 Goals (within 6 months)

Official Report during November 2024 Board Meeting

#### High School

- Present Invest's classroom connection or careers to go PowerPoint in 35 schools
- Receive Insurance Professional Volunteer Inquiry Forms from 35 DECA Advisors / Teachers
- Engage with at least 35 DECA Advisors / Teachers in an Invest Workshop

#### Junior College / Workforce Development

- Initiate our partnership with Big I Hires
- Identify 10 workforce development groups from Current or Prospective Invest Chapters for Big I Hires
- Identify 10 junior colleges from Current or Prospective Invest Chapters for Big I Hires
- \*Engage state association leadership, Invest teachers and volunteer insurance professionals as a resource in identifying.*
- Timeline – Complete these steps between January 11, 2025 and April, 2025 meeting.
- Conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 2. *[After-Action Review (AAR) is also known as a 'Lessons Learned' exercise. It's an open dialogue to review what went well and what could have been improved upon. These lessons are then used in future planning to avoid repeating non-productive actions.]*

### Horizon 2 Goals (6-12 months)

Progress Report at January 2025 Board Meeting & Official Report at April 2025 Board Meeting

- Based on AAR reevaluate Horizon 2 next steps between November, 2024 meeting and January, 2025.
- Potential steps to include:

#### High School

- 35 Prospective Invest Chapters Enrolled into Invest Learning Management System
  - At least 10 to become active Invest Chapters (defined in best practice standards document)
- 20 Classrooms Completed 8 of the 12 Curriculum Modules  
Note: Some Chapters might have multiple Invest classrooms
- 20 Chapters Participate in our Scholarships – Collegiate and/or Classroom to Careers
- Plus Growth on Horizon 1 Goals

#### Junior Colleges / Workforce Development Groups

- Collaborate with Big I Hires in developing partnerships with at least 10 workforce development group from Invest Chapters or Prospective Chapters

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- Collaborate with Big I Hires in developing partnerships with at least 10 junior colleges from Invest Chapters or Prospective Chapters
- Work with Big I Hires to determine baseline metrics of success as it pertains to insurance licensing administered in state licensing programs
- Work with Big I Hires to determine baseline metrics of success as it pertains to hiring into the insurance industry
- Timeline – Complete these steps between November, 2024 and April, 2025 meeting.
- Conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 3.

### Horizon 3 Goals (12-24 months)

Progress Report at January 2025 Board Meeting with Official Report April 2025 Board Meeting

- Based on AAR reevaluate Horizon 3 next steps and create an action plan between the April, 2025 meeting and May 31, 2025.
- Potential steps to include:

#### High School

- At least 20 students work in an Agency Internship
- At least 30 students go into one of our partnering Workforce Development programs or Junior Colleges
- Plus Growth on Horizon 1 and 2 Initial Goals

#### Junior College / Workforce Development

*NOTE: Goals in Horizon 3 mirror State Association Engagement*

- Demonstrated success of Big I Hires in conjunction with Invest and engaged Big I State Associations helping with the **licensing** of at least 60 individual into the insurance industry.
- Demonstrated success of Big I Hires in conjunction with Invest and engaged Big I State Associations in helping with the **insurance industry job placement** of at least 45 individuals.
- Demonstrated success of Big I Hires in conjunction with Invest and engaged Big I State Associations in helping with the **independent agency job placement** of at least 40 individuals. (66% of those licensed)
- Plus Growth on Horizon 1 and 2 Goals
- Timeline - Complete these steps between June 1, 2025 and the spring, 2026 meeting with a check-in at the fall, 2025 meeting.
- Conduct an After-Action Review (AAR) to review lessons learned for future projects.

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## Volunteer Engagement

Strategic Priority: Increase awareness and engagement with Invest volunteers and potential volunteers.

Staff lead(s): Johanna Holling with support of Invest Committees

### Horizon 1 Goals (6 months)

#### Official Report during November 2024 Board Meeting

- Define Opportunities to Volunteer
  - Define volunteer audiences
    - E.g., Big I State Associations, Agency Volunteers, Company Volunteers, Teachers, Career Up
  - Outline how each audience can volunteer
    - Is it the same or unique depending on the audience?
- Create a Brochure
  - Once opportunities are defined, create a brochure promoting volunteer opportunities to the different audiences
  - Include a QR code that goes to the [‘Connect with Our Team’ page](#) on Invest’s website
    - Provides the ability to track usage
- Identify KPIs/metrics for success for each audience which could include:
  - XX Big I State Association’s sharing info
  - XX agencies downloading materials
  - XX companies downloading
- Conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 2. *[After-Action Review (AAR) is also known as a ‘Lessons Learned’ exercise. It’s an open dialogue to review what went well and what could have been improved upon. These lessons are then used in future planning to avoid repeating non-productive actions.]*

### Horizon 2 Goals (6-12 months)

#### Progress Report at January 2025 Board Meeting and Official Report at April 2025 Board Meeting

- Based on AAR reevaluate Horizon 2 next steps between November, 2024 meeting and January, 2025
- Potential next steps include:
  - Volunteer engagement
    - How does Invest continue to engage with volunteers?
      - Relationship building – not transactional
    - Continue to offer follow up support
  - Host calls for agencies (or record webinar for future use)
    - Invest 101 virtual meetings
      - Recorded (about 10 minutes)
      - Cover all audiences
      - CTA – commit to volunteer and fill out form on website
  - Newsletter promoting Invest Initiatives
    - Showcase volunteers and ask them do a video testimonial
    - QR codes for donations

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- Frequency?
- QR donation codes on name badges at conferences (INA, FC, etc.)
- Create Video Campaign #1 – Promoting Jobs in Independent Agencies
  - Establish guidelines for videos – platform, how to record, topics, social media plan, etc.
  - Collaborate with Carriers and Trusted Choice to assist in recordings.
  - Ask Big I member agencies to interview young staff and share videos.
  - Create a library of videos to use in campaigns.
- Timeline – Complete these steps between November, 2024 and April, 2025 meeting.
- Conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 3.

### **Horizon 3 Goals (12-24 months)**

#### **Progress Report at January 2025 Board Meeting with Official Report April 2025 Board Meeting**

- Based on AAR reevaluate Horizon 3 next steps and create an action plan between the April, 2025 meeting and May 31, 2025.
  - Assess crossover work with other committees (such as Governance) to ensure we're not operating in silos
    - Create licensing pathways on Invest website for each state, leaning on state associations to verify that information quarterly.
  - Timeline - Complete this step between the April, 2025 meeting and May 31, 2025.
- Potential next steps include:
  - Create Video Campaign #2 – Promoting Job Retraining and Insurance as a Career
  - Create and maintain a database of job retraining programs, Amazon, Charlotte Works, etc.
  - Create licensing pathway on Invest site for each state, leaning on state associations to verify that information quarterly. Increase engagement with local Big I's, and Invest website.
  - Can we expand this to other audiences?
    - Foster Care program – scholarship at risk youth
  - Timeline - Complete these steps between June 1, 2025 and the spring, 2026 meeting with a check-in at the fall, 2025 meeting.
- Conduct an After-Action Review (AAR) to review lessons learned for future projects.

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## Licensing and Hiring Pathways

**Priority:** Identifying partners on pathways for licensure and connecting talent with independent agencies. Staff leads: Invest Staff with the support of Big “I” Staff/Programs and Invest Agency Outreach and Scholarship/Grants Committees

### Horizon 1 Goals (within 6 months)

Official Report during November 2024 Board Meeting

- Identify possible employers in the area the High Schools with DECA programs are located. Note: Should only be Big I members
  - Invite possible employers to present/participate in Invest program at identified schools
- Catalogue licensing requirements and organizations who will do the licensing for those same states
  - Create a state specific graphic that clearly explains to high school students where to begin and steps in the process. With link to pre-licensing company in their state
  - Determine if funding available to pay for pre-licensing in advance for students
  - Contact Ron Harden and David Ring about workforce development programs in MD and Pennsylvania
- Review programming with teachers to ensure Big I Hire is being covered in class OR coordinate with a Volunteer to ensure the opportunities in the industry are being shared in the classroom with the students
- Stretch - Determine steps to have Invest Graduates added to Big I 'I Hire' database
  - Someone at IIABA will be identified as a source to answer questions and contact information provided.
- Once data is collected, conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 2.  
*[After-Action Review (AAR) is also known as a 'Lessons Learned' exercise. It's an open dialogue to review what went well and what could have been improved upon. These lessons are then used in future planning to avoid repeating non-productive actions.]*

### Horizon 2 Goals (6-12 months)

Progress Report at January 2025 Board Meeting & Official Report at April 2025 Board Meeting

- Based on AAR reevaluate Horizon 2 next steps between November, 2024 meeting and January, 2025
- Potential next steps include:
  - Review and recalibrate Invest curriculum in target states to match licensing requirements
  - Establish Job Fair in target states / schools
  - Commit funding and confirm point of contact at IIABA to assist with job placement.
  - Provide information to a sample of established programs to test it out and see if students pursue licensing
  - Add a separate Bluebook course in the LMS for Pre-licensing information in target states and use metrics to track user activity
  - Timeline – Complete these steps between November, 2024 and April, 2025 meeting.



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- Conduct an After-Action Review (AAR) to review lessons learned and assess next steps for Horizon 3.

**Horizon 3 Goals (12-24 months)**

**Progress Report at January 2025 Board Meeting with Official Report April 2025 Board Meeting**

- Based on AAR reevaluate Horizon 3 next steps and create an action plan between the April, 2025 meeting and May 31, 2025.
- Potential next steps include:
  - Identify next states to target
  - Review the number of students who started and also successfully obtain a license
  - Timeline - Complete these steps between June 1, 2025 and the spring, 2026 meeting with a check-in at the fall, 2025 meeting.
- Conduct an After-Action Review (AAR) to review lessons learned for future projects.