



2026 Five Year Strategic Direction

Goal 1:
**Ombuds Have The Capacity And Tools To Position
Themselves As Contributors In Their Organizations**

Goal 2:
**Leaders Understand And Value the Ombuds Office
IOA**

Goal 3:
**IOA Operates Efficiently And Effectively And
Has The Financial Resources To Achieve Its Goals**

Goal 4:
IOA Has A Culture Of Inclusion And Belonging

Consistent Goals

Different Strategies
and Tactics



GOAL 1 Strategies



Ombuds Have The Capacity And Tools To Position Themselves As Contributors In Their Organizations

1.1 Build Business and Political Acumen of Members

Tactics:

- Develop more Business, Political, & Practice content
- Reconfigure required Foundational knowledge
- Offer continuous development targeted toward core competencies (certification)
- Offer content on essential ombuds program tasks

1.2 Enhance Peer and Other Support

Tactics:

- Create more coaching and mentoring opportunities for Ombuds
- Professionalize through specialty certifications
- Create support for Ombuds who supervise

GOAL 1 Strategies



**Ombuds Have The
Capacity And Tools To
Position Themselves
As Contributors In
Their Organizations**

1.3 Enhance Ombuds Understanding of Data

Tactics:

- Expand storytelling skills thru data collection
- Expand/revise URC w/ focus on showing value

1.4 Enhance Strategic Partnerships with Ally Organizations

Tactics:

- Start/Expand partnerships with ally organizations for professional development/certificate programs

GOAL 2 Strategies



Leaders Understand And Value The Ombuds Function And IOA

2.1 Provide Ombuds Toolkits for Leaders

Tactics:

- Create more toolkits for leaders

2.2 Make Website More User Friendly

Tactics:

- Make website revisions with clear 2 sides (Starting a Program & Practitioner)

2.3 Create Resonate Story and the Tools to Share and Promote it

Tactics:

- Use external events to explain role
- Import language from role adjacent in other fields/projects
- Create more foundational/digestible info

GOAL 2 Strategies



Leaders Understand And Value The Ombuds Function And IOA

2.4 Enhance Research to Demonstrate the Value of the Role

Tactics:

- Conduct/Encourage More Research

2.5 Help Jurisdictions Further Understand The Function

Tactics:

- Support targeted and strategic efforts to add ombuds language into legislation

GOAL 3 Strategies



**IOA Operates
Efficiently And
Effectively And Has
The Financial
Resources To Achieve
Its Goals**

3.1 Diversify Revenue and Monetize Services

Tactics:

- Diversify revenue streams
- Develop partnership offerings based on corporate partner needs
- Explore creating an endowment
- Monetize the things we already do well (i.e consulting)
- Expand Certification/training for outside audience

3.2 Re-Examine Staffing And Functional Roles

Tactics:

- Re-examine/evaluate staffing model
- Further define processes and clarify roles

GOAL 4 Strategies



IOA Has A Culture Of Inclusion And Belonging

4.1 Solidify IOA Onboarding and Welcoming Procedures

Tactics:

- Develop welcome protocol

4.2 Enhance Member Experience

Tactics:

- Build a better volunteer experience
- Create a membership plan

GOAL 4 Strategies



IOA Has A Culture Of Inclusion And Belonging

4.3 Define Inclusion and Belonging for IOA

Tactics:

- Ensure all diversity and inclusion efforts not US focused
- Focus on engagement/creating a welcoming environment
- Continue to address any unconscious barriers to engagement and assess what communities exist for our community

4.4 Review/Clarify Member Categories

Tactics:

- Ask Member Engagement Committee to explore adding and/or further defining