

Friends of Jordan Association 2022

ANNUAL REPORT



Mission Statement

“To facilitate networking and knowledge exchange among persons with a common interest in the country of Jordan, promote a better understanding of Jordanian people and culture, and support projects and activities of the U.S. Peace Corps and charitable private organizations in Jordan.”

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May 2023

Letter to Our Members

Welcome to Friends of Jordan's 2022 Annual Report! As our world continues to recover from and adapt to our post-pandemic lives and navigate ongoing global and local events, the work of Friends of Jordan strives to maintain our connections to Jordan, Peace Corps, and each other.

We continue to make progress toward our efforts to identify and reconnect with all Returned Peace Corps Volunteers who served in Jordan, taking advantage of our increasingly normalized virtual worlds in order to rekindle our Peace Corps Jordan connections by encouraging additional J-group reunions and celebrating 25 years since Peace Corps first arrived in Jordan.

This year, the FOJ officers (Ken, Rose, Karina, and I) continue to share the FOJ officer responsibilities, ensuring the stability of our organization. Together with our focus on recruiting additional officers, we have stepped in to take over the leadership roles to allow open officer positions that might be more inviting for someone new to get involved. I have most enjoyed working together with Friends of Jordan and collaborating with my fellow officers in a number of roles over many years and value the connections that we have strengthened to Jordan and each other.

In this report, the Friends of Jordan officers look forward to sharing what Friends of Jordan has been up to this year and where it is headed. Please read on for more details in the report.

Sincerely,

Allison Freedman
Outgoing President/Incoming Rotational President
Friends of Jordan Association

Association Background

History

The Friends of Jordan Association (Friends of Jordan, FOJ, or “the Association”) was founded in 2004 by a group of Returned Peace Corps Volunteers (RPCVs) from Jordan along with former in-country staff. This group of RPCVs and former staff adopted the concept for Friends of Jordan from existing Peace Corps country “Friends of” groups. Peace Corps Jordan began in 1997, and six groups of returned volunteers existed by 2004. These returned volunteers were interested in having an organization that would bring them all together, help them stay connected to Jordan, connect them to others outside of the Peace Corps with an interest in Jordan, and provide a base for Jordan-oriented educational and charitable activities.

Friends of Jordan became incorporated as a state non-profit in Maryland in October 2004. In late 2004, the Friends of Jordan Association formed an affiliation with the National Peace Corps Association (NPCA), a non-profit organization that serves as an umbrella organization for many of the RPCV groups.

In February of 2005, Friends of Jordan held its first election and welcomed its first group of officers. The Officers discussed and finalized the draft bylaws by vote in September 2005 and an application to gain federal 501(c)3 non-profit status was in process at the end of 2005. After its first full year Friends of Jordan became a functioning non-profit with 39 members. Members have included not only Returned Peace Corps Volunteers and staff but also Jordanians, others with a connection to Jordan, and anyone interested in the goals of the Association.

2007 saw the creation of two more officer positions, acceptance as a 501(c)3 organization by the IRS, and the success of numerous objectives and activities, which are outlined in the sections of this report that follow.

In March 2015, Peace Corps suspended its volunteer activities in Jordan. At this time, there have been 17 cohort groups that have served in Jordan, for a total of 560 former volunteers.

Mission & Goals

Mission Statement:

To facilitate networking and knowledge exchange among persons with a common interest in the country of Jordan, promote a better understanding of Jordanian people and culture, and support projects and activities of the U.S. Peace Corps and charitable private organizations in Jordan.

Our Association’s Main Goals:

- Encourage charitable and educational activities relating to the third goal of Peace Corps – to promote a better understanding of Jordanians on the part of Americans;
- Provide a forum within the U.S. and abroad for charitable activities, professional development, networking, and exchange of knowledge among persons and organizations with a common interest in Jordan;
- Support projects of the U.S. Peace Corps and charitable private organizations in Jordan;

- Assist Peace Corps volunteers returning from Jordan to reconnect with their communities and cultures in the U.S.; and
- Help Peace Corps volunteers returned from Jordan to continue with public service and related activities similar to those they performed during their Peace Corps service.

Organization

Officers

Officer positions rotate in March each year. Generally, an officer may stay in their same position for up to three years. In the term from March 2022 to February 2023, there were eight officer positions. There were several officer vacancies during the 2022-2023 term.

Officers, March 2022 – February 2023:

President – Allison Freedman
 Vice President – Ken Finley
 Secretary – Karina O’Meara
 Treasurer – Rose Kyprianou
 Fundraising Coordinator – vacant
 Program Coordinator – vacant
 Membership Coordinator – vacant (Ken Finley, acting)
 Communications Coordinator – vacant (Allison Freedman, acting)

Incoming Officers for March 2023 – February 2024 term:

President – vacant (officers rotating through this position on a quarterly basis)
 Vice President – vacant
 Secretary – Karina O’Meara
 Treasurer – Rose Kyprianou
 Fundraising Coordinator – vacant
 Program Coordinator – vacant
 Membership Coordinator – Ken Finley
 Communications Coordinator – Allison Freedman

Position Descriptions

Currently, the officers also act as the Board of Directors for this Association.

(a) President.

- Arranges and conducts officer meetings
- Works with officers to recruit new officers if a position is vacated between elections
- Ensures that the Bylaws are upheld
- Presents a report of the Association’s activities at the annual meeting
- Calls special officer meetings if/when necessary
- Receives and approves, along with at least 6 members, amendments to the FOJ bylaws
- Acts as liaison between the organization, the community, the National Peace Corps Association, Peace Corps Washington, and other National Peace Corps Association groups

(b) Vice-President.

- Assumes the position of President should the President resign, be removed from office, or require a temporary absence
- Acts as a resource to the President
- Coordinates nomination and election of candidates for vacant Board seats
- Acts as liaison between the organization, the community, the National Peace Corps Association, Peace Corps Washington, and other National Peace Corps Association groups

(c) Treasurer.

- Is in charge of all funds belonging to the organization
- Receives, deposits, and disburses funds as appropriate
- Maintains financial records as appropriate
- Writes quarterly and year-end financial reports and submits them to the Secretary for distribution to Board members
- Maintains Internal Revenue Service 501(c)3 status
- Since 2021, FOJ has had a no-fee membership model, and the membership process is handled by the Membership Coordinator through use of NPCA's online Community Building Platform

(d) Secretary.

- Develops, maintains, and distributes the Association's written records including bylaws, annual reports, and any other documentation of the Association's structure and processes; acts as the liaison for the most current versions of these documents; and works with other officers to keep these documents up-to-date (example documents include the annual calendar, position descriptions, membership and renewal forms, and others)
- Records meeting minutes from officer meetings and general meetings or ensures a substitute if planning to be absent
- Archives records required by Maryland law; maintains tax-exempt status with the Maryland Secretary of State
- Maintains Association membership with the National Peace Corps Association, including writing and submitting the annual organizational report to their offices in Washington, DC
- Manage and maintain Association email account

(e) Membership Coordinator.

- Maintains Database: Receives and enters new membership information provided by NPCA or through the FOJ membership database
- Provides new member contacts/orientation
- Liaises with existing members about any membership concerns
- Answers non-member questions
- Contacts non-members and encourages them to join
- Writes articles in newsletter about the benefits of joining

(f) Program Coordinator.

- Plans or oversees Association programs, such as online membership discussion forums, educational or awareness campaigns, small-grants funding, or social gatherings; arranges time and place of program events
- Encourages Association members to participate in programs and events
- Notifies Communications Coordinator of upcoming program events
- Coordinates program event publicity with the President
- Submits a report on each program event to Communications Coordinator for publication in next newsletter
- Develops new programs, events, or activities
- Oversees program committees, comprised of Association members, established for the purpose of promoting one or more Association programs

(g) Fundraising Coordinator.

- Consults with Board Members and establishes the target fundraising amount for the year
- Develops and coordinates fundraising activities to meet the annual goal; example activities could include a banquet dinner, silent or on-line auction of Jordan related items, pitches to other organizations with an interest in Jordan (such as the Jordan Embassy in D.C.), and the like
- Works on funding for new programs that are not contained in the annual fundraising goal and other events that may arise
- Maintains a network of member contacts from each volunteer service group (J-1, J-2, J-3, etc.) to serve as the person to approach Association members if/when asking members to contribute individually

(h) Communications Coordinator.

- Publishes the Association's newsletter on a regular basis and distributes the newsletter to the Association's membership, preferably by email
- Solicits information for the newsletter from Officers, other members, National Peace Corps Association, Peace Corps Washington, Peace Corps Jordan, other Peace Corps Association groups, or other members of the community
- Maintains the Association website so that the information is current and relevant
- Responds to information requests submitted to the site
- Makes sure all dues related to maintaining the site have been paid by the Treasurer
- Maintains communication with website host via email
- Builds and maintains a social media presence consistent with the organization's goals

2022 Accomplishments

Below is a listing of Friends of Jordan's main accomplishments, followed by a more descriptive narrative about the Association's core programs and activities.

- Continued efforts to identify and reconnect with all Returned Peace Corps Volunteers (RPCVs) that served in Jordan through the Finding Jordan Volunteers Project
- Maintained a membership of 368 active members
- Organized a 25th Anniversary Virtual Reunion for the membership at the end of October. Over two dozen members attended. The reunion included discussion time along with a

trivia game and a then-and-now reunion slideshow that could be accessed by all participants highlighting what we've been up to since our years of service.

- Developed and published an issue of *Marhabtain*, the Association's newsletter, in Winter 2023 (January/February)
- Organized and filed documents and minutes for Friends of Jordan
- Discussed and determined actions regarding FOJ goals, membership, and communication
- Prepared and submitted documents to maintain Internal Revenue Service 501(c)3 and Maryland non-profit status
- Prepared and submitted for reaffiliation with NPCA
- Continued to promote Jordan and Jordanian interests

Small Grant Funding Profile

The Small Grants Program is currently suspended, and no grants were issued in 2022.

Finding Jordan Volunteers

The new membership platform positioned Friends of Jordan to launch the Finding Jordan Volunteers project. The goal of this project continues to be to connect with all RPCVs who served in Jordan from 1997 to 2015. There were a total of 17 groups with over 560 volunteers, and we are expanding our outreach into social media with the goal of eventually having current contact information for each former volunteer in order to strengthen our Jordan volunteer network, reconnect through our new internet social platform, promote issues of shared interest to the group, and be able to efficiently organize group events such as reunions.

Virtual Reunions

Another goal of FOJ is to continue to support and encourage Peace Corps Jordan volunteer groups (J-groups) organize virtual reunions through Zoom even once it becomes possible to return to in-person reunions. FOJ has developed and offers templates and tips to plan virtual reunions. As mentioned above, FOJ organized a 25th anniversary virtual reunion for the entire membership which was held on October 22, 2022. Over two dozen members participated.

Newsletter: Marhabtain

Friends of Jordan published one issue of its official newsletter, *Marhabtain*, in the Winter of 2023. The newsletter continues to provide information and connection for our readers and members of FOJ about Jordan, the Peace Corps, and the world. Publication of one or two issues in 2023 is planned, based on the streamlined format and a focus aligned with FOJ initiatives such as Finding Jordan Volunteers and increasing membership engagement, along with continued interviews with former country directors and PC staff.

Membership Information

During 2021, all inactive memberships were converted over into active status, and all contact emails were also inputted as active members. All memberships were also turned into lifetime

memberships, on a trial basis, and possibly due to the extra focus placed on membership the past few years, we continued to experience considerable growth in 2022 as new members joined from word of mouth and our email campaigns. As of March 2023, Friends of Jordan maintains an active membership of 368 members on Silkstart, our online membership platform through NPCA. While the focus in 2021 and 2022 was on synching up our various membership lists (through Silkstart, Mailchimp, and our General Membership Excel spreadsheet originally provided by NPCA and updated annually), our challenge for 2023 will be to once again manage the transfer to a new online membership platform (Blackbaud's Raiser's Edge NXT) adopted by NPCA for all regional groups to improve on deficiencies within Silkstart. A further challenge will be to increase outreach into social media to expand our membership.

FOJ continues to have diverse representation with members living in multiple countries, states, and the District of Columbia. Our members also include current and former Peace Corps staff members, family members of currently serving volunteers, spouses of RPCVs, and others with an interest in Jordan and the goals of Friends of Jordan.

2022 Social Media and Online Information

Friends of Jordan has an online presence and belongs to various social media outlets. However, these platforms could be utilized more, and FOJ Officers identified that the Association could benefit from a dedicated social media coordinator. However, with low participation in officer volunteerism over the past several years, the Communications Coordinator position is currently responsible for developing FOJ's online social media presence.

Website – <http://friendsofjordan.org/>

Facebook – <https://www.facebook.com/friendsofjordan>

Twitter – <https://twitter.com/friendsofjordan>

LinkedIn – <https://www.linkedin.com/company/27097352/>

Email service (host to officer email addresses) – <https://mail.google.com/>

Email service (sending listserv/membership emails) – <https://mailchimp.com/>

Website host – NPCA's SilkStart Platform (NPCA will transition to WordPress in 2023)

Domain host – <https://www.dreamhost.com/>

File sharing – <https://www.dropbox.com>

AmazonSmile – <https://smile.amazon.com/>

Café Press online store – <http://www.cafepress.com/friendsofjordanrpcv>

GoodSearch.com – <http://www.goodsearch.com/>

GuideStar (by Candid) Nonprofit Database – <http://www.guidestar.org>

Other Online Information

Friends of Jordan also uses several other online services, including SurveyMonkey and Zoom, as well as those mentioned in the Financial Information section of this report.

2022 Financial Information

To support its financial transactions, Friends of Jordan has a simple business account with Wells Fargo and an online account with PayPal. The Association also has an account with Square (<https://squareup.com>) to take credit card payments.

Financial Overview

This report covers the period from January 2022 through December 2022. FOJ reports tax information to federal and state agencies based on the calendar year (January - December), as opposed to the officer term period (March - February).

Friends of Jordan continues to be financially stable with extremely low expenses for a non-profit organization. 2022 revenues totaled \$27.17, while we had expenses of \$200.00 (see Table 1 and summary statement below). Revenue included credits from Amazon for purchases made through the AmazonSmile program.¹ Below is further explanation of Friends of Jordan’s finances from January through December 2022, which are also detailed on the balance statement at the end of the section.

- a. Expenses included annual fees to the NPCA Community Building Platform, through which Friends of Jordan has its membership platform and website host.
- b. Costs for office supplies, Zoom calls, and other in kind contributions made by board members to participate in the monthly meetings and other programs are not included in the expense total. We appreciate donations in materials and time made by the Board and other members.
- c. We did not receive any donations in 2022.
- d. In 2022, we did not give any grants.

We entered 2023 financially stable with steady assets. Assets in FOJ’s accounts stayed fairly constant from \$7,410.73 on January 1, 2022 to \$7,237.90 on December 31, 2022.

Table 1. Detail on FOJ Quarterly Overview 2022

Category	Quarter (2022)			
	Jan – Mar	Apr – Jun	Jul – Sept	Oct - Dec
Donations (incoming)	\$0.00	\$0.00	\$0.00	\$0.00
Other Credits	\$0.00	\$14.51	\$7.34	\$5.32
Expenses	(\$0.00)	(\$200.00)	(\$0.00)	(\$0.00)
Programs/Donations (outgoing)	(\$0.00)	(\$0.00)	(\$0.00)	(\$0.00)

¹ See <https://www.aboutamazon.com/impact/community/amazonmile> for more information. In the future, this URL may be disabled. The AmazonSmile customer-directed donation program will permanently shut down on February 20, 2023 (1/18/2023 news release [here](#)).

Total in Accounts	\$7,410.73	\$7,225.24	\$7,232.58	\$7,237.90
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2022 Financial Statement
January 1, 2022—December 31, 2022

Prepared by Rose Kyprianou

Wells Fargo Account

Starting cash January 1, 2022 **\$7410.73**

Deposits:

AmazonSmile credit	\$27.17
Donations	\$0.00
Total Deposits Received	\$27.17

Expenses:

NPCA fees	\$200.00
Paypal fees	\$0.00
Total Expenses	\$200.00

Balance in FOJ Accounts (December 31, 2022) **\$7,237.90**

Thank You to Our Supporters

We thank all the members who provided their time and feedback on programming priorities to support our mission and the FOJ Officers for their in-kind contributions and valuable time.

Budget Projection for 2023

The Association belongs to a membership management platform run by the NPCA called the “Community Building Platform.” To fund this initiative in 2023, \$200 will be needed for annual fees. Friends of Jordan may also need to cover operating cost expenditures and start-up costs for other new programs. We have also included a goal to donate up to \$250 to one or more causes furthering the mission of Friends of Jordan. Below outlines our projected costs which will be funded from existing revenue and any donations.

Summary of 2023 Projected Costs	
Item	Amount
NPCA Community Building Platform (annual fees)	\$200
Operating costs and programming	\$500
Donations to causes furthering our mission	\$250
Total	\$950

The officers project a need of less than \$1,000 for expenses. Given the current balance in FOJ accounts, the Association does not anticipate a need to fundraise in 2023.

Objectives and Work Plan for 2023

FOJ’s current membership outreach project called “Finding Jordan Volunteers” will remain part of the focus of the officers this year. This project focuses on trying to find all the past Peace Corps Jordan volunteers. Complementing this will be continued efforts to support virtual reunions to bring former Peace Corps Jordan volunteers and staff together. Another area of focus will be to recruit and fill the officer positions more fully this year. Outreach in the form of one to two newsletters is planned as is looking at how FOJ structures communications generally. FOJ hopes to increase FOJ’s online presence and recruit a Communicator Coordinator officer to develop a stronger social media presence. Finally, FOJ Officers plan to look at the mission and goals of the Association to determine if they should be updated and modernized. Other areas of interest will be kept in mind for the future and include the following: developing a new core grants program for the Association, supporting displaced Peace Corps volunteers, and potentially looking into refugee assistance organizations within Jordan to connect Friends of Jordan members with Arab or other refugees needing assistance.

Friends of Jordan goals for 2023 are specifically to:

- Continue to implement the “Finding Jordan Volunteers” project for FOJ
- Build up and sustain an operating board of officers
- Continue to build and fully implement a new membership restructuring initiative, utilizing NPCA’s Community Building Platform and “Find the 250K” resources²
- Improve the organization’s social media presence and consider incorporating a Social Media specific responsibilities within the Communicator Coordinator role to increase FOJ’s online outreach
- Bring former Peace Corps volunteers and staff together for reunions
- Strengthen the infrastructure of Friends of Jordan to make it more resilient

² See <https://www.peacecorpsconnect.org/cpages/find-250k> for information on NPCA’s Find the 250K initiative

- Review and update the Friends of Jordan Goals and/or Mission Statement as needed, since there are currently no volunteers serving in Jordan
- Develop a strategic communications plan to identify priorities and guidelines for organizational communication that align with the organization's current mission and goals
- Publish one to two newsletters
- Encourage charitable and educational activities relating to the Third Goal of Peace Corps—to promote a better understanding of Jordanians on the part of Americans
- Provide a forum within the US and abroad for charitable activities, professional development, networking, and exchange of knowledge among persons and organizations with a common interest in Jordan
- As practicable, collaborate with known refugee assistance organizations to build alliances to assist Friends of Jordan members to connect with refugees needing assistance
- As practicable, support projects of the Peace Corps and charitable private organizations in Jordan
- As practicable, look into the feasibility of supporting and promoting possible future Peace Corps Response programs within Jordan, particularly focused on refugee assistance
- As practicable, coordinate with other country and regional groups under the NPCA umbrella on issues of common concern.

Below is a list of detailed plans, by office, to achieve these goals.

Detailed Plans by Office

The priority activities for each officer are listed below for the 2023 term (Mar 2023 – Feb 2024).

President (Rotational)

2023 Goal:

Represent the organization, provide leadership around the Finding Jordan Volunteers project and other potential new core programming for FOJ, strengthen the infrastructure of the Association by developing and recruiting new leaders, and assist the officers in implementing their respective activities.

Priority Activities and Timing:

1. Support Finding Jordan Volunteers project – *timing as outlined in other officer positions below*
2. Produce the FOJ Annual Report, which includes the work plan – *April/May*
3. Lead and support efforts to recruit individuals to fill vacant officer positions – *ongoing*
4. Lead monthly officers meetings – *monthly*
5. Manage officer elections – *January/February*
6. Liaise with Peace Corps Washington, National Peace Corps Association, the Embassy of Jordan, and other organizations – *ongoing*
7. Lead discussions on potential revisions to FOJ mission statement and goals – *fall/winter*

Vice President

2023 Goal:

Support the President and the other officers in implementing their respective activities, and provide organizational leadership in collaboration with the President.

Priority Activities and Timing:

1. Help with projects / activities when requested by the President or other officers – *ongoing*
2. Fill in for officers when on travel or if positions are vacant – *as needed*
3. Recruit replacements for vacant officer positions – *ongoing*
4. Liaise with Peace Corps Washington, National Peace Corps Association, the Embassy of Jordan, other country and regional groups and other external organizations in service of our mission – *ongoing*

Secretary

2023 Goal:

Provide leadership for officer meetings and records management, and maintain and improve the system for managing Association files.

Priority Activities and Timing:

1. Organize and schedule monthly officer meetings. Take notes during the meetings, post notes to officers for correction – *monthly*
2. Assist President and other officers with writing reports, such as Annual Report and documenting how the Association works – *as needed*
3. Prepare and submit for reaffiliation with NPCA – *April/May, once Annual Report is complete*
4. Organize and maintain electronic records – *ongoing*

Treasurer

2023 Goal:

Manage finances and support business processes of the Association.

Priority Activities and Timing:

1. Update bank account records with Wells Fargo – *Jun - Aug, if ready*
2. Manage day-to-day finances of FOJ – *ongoing*
3. Manage incoming/outgoing funds – *ongoing*
4. Reconcile finances with Wells Fargo statements – *ongoing*
5. Reestablish financial connections with our NPCA online membership platform as it transitions to Raiser's Edge NXT - *as needed*
6. Maintain IRS and 501(c)3 status and file taxes – *Feb - Mar*
7. Reporting: Submit quarterly financial reports to the Officers – *quarterly or as needed*
8. Support fundraising officer and events where needed – *as needed*
9. Support Membership Coordinator to send thank you notes to donors – *as needed*

Membership Coordinator

2023 Goal:

Continue to revitalize the membership of the Association, maintaining open lines of communication with existing members and reaching out to gain new members. Ensure that we have the most up-to-date contact information for all members and continue the integration of our membership platform with our Finding Jordan Volunteers database, incorporating updated NPCA membership information through the Community Building Platform and individual member updates. Manage the transition to the new membership platform for FOJ (Raiser's Edge NXT) which will replace Silkstart across all membership groups supported by NPCA.

Priority Activities and Timing:

1. Continue to encourage all FOJ members and all other Jordan volunteers/staff to help us with Finding Jordan Volunteers project by sending contact emails for their friends for whom we don't have contact information – *ongoing*
2. Regularly review our membership platform (currently Silkstart, but soon to be replaced by Raiser's Edge NXT), Mailchimp, and internal membership spreadsheet to fix any discrepancies or update information. Try to obtain current contact information for those whose emails have cleared and bounced out of the Mailchimp system – *ongoing*
3. Membership outreach activities – *as needed*
4. Assist in reaching out to (and finding new) members through social media in order to increase membership - *ongoing*
5. Support Treasurer to send thank you notes to donors - *as needed*

Communications Coordinator

2023 Goal:

Develop a communications strategy with a focus on a clear digital strategy to be reviewed and agreed upon by the FOJ officers. Establish a plan for and maintain regular outreach and communications to FOJ membership around the strategy in order to maintain and improve the quality and reach of the Association's online presence. Develop a stronger social media presence to increase FOJ's online outreach.

Priority Activities and Timing:

1. Develop and publish a Summer and/or Fall-Winter *Marhabtain* newsletter to focus on opportunities to contribute to the current global issues as well as general outreach and communication to members.
2. Help with the transition of website platform as NPCA transfers it to a new host (WordPress) - *as needed*
3. Support communications around the Finding Jordan Volunteers project – *all quarters*
4. Develop a strategy to maintain a stronger social media presence, such as on Facebook and Twitter according to the communications and updated digital strategy – *continuous*
5. Work towards relaunching FOJ profile on other websites, such as LinkedIn according to the communication and digital strategy to be developed – *continuous*
6. Update website and archive old information – *quarterly*

Program Coordinator

2023 Goal:

Finding Jordan Volunteers project will continue to be the main focus for the Program Coordinator this year. This project focuses on trying to find all the past Peace Corps Jordan volunteers. Other areas of interest include developing a new core grants program for the Association, supporting virtual reunions, and potentially looking into refugee assistance organizations to connect Friends of Jordan members with refugees needing assistance. This includes exploring the feasibility of future Peace Corps Response projects in Jordan.

Priority Activities and Timing:

1. Finding Jordan Volunteers project – *spring, summer, fall, winter*
2. Help J groups organize virtual reunions – *as needed*
3. Work with Communications officer to update website and contribute to other communications – *as needed*
4. As practicable, scope out and develop other programs for the Association – *no timeline*

Fundraising Coordinator

2023 Goal:

Support new programs development; fundraise as needed

Priority Activities and Timing:

1. Support program development – *spring, summer, fall*
2. Assess need for new funds, and fundraise as needed – *winter*
3. Send thank you notes to donors – *as needed*