



**2017 - 2019 Strategic Plan Strategies
Draft I for Review and Feedback by Goal Champion Teams**

- Review, edit, and refine strategy language
- Add the “who” is responsible for year one strategies (staff member, board, committee, team, volunteer)
- Note sustainability indicators

STRATEGIC PRIORITY: MEMBERSHIP SERVICES AND GROWTH

Goal: Philanthropy West Virginia will grow and engage a broad network of members to strengthen philanthropy across the state

Goal Champion Team: Sue Sergi, Carla Parsons, Franki Parsons, Tom Tinder, Kim Tieman, and Grace McDaniel

<i>2017 Strategies</i>	<i>Assigned Responsibility</i>	<i>Sustainability Indicators Revenue source, profitability, and or additional resources needed</i>
1. Complete and analyze results from the 2016 Membership Satisfaction Survey	Board of Directors and Staff	Refinement of programs and membership retention
2. Conduct listening sessions with staff and board of directors' members representing each membership category and use the results to enhance/expand future value added services	Philanthropy WV Board of Director members	
3. Promote, recruit, and communicate the value of membership through the development of a concise recruitment		
4. Highlight success stories of members, philanthropic successes, and lessons learned		
5. Identify members who can serve as champions and leaders in implementing programming and services		



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<p>6. Develop an analysis of prospective members and develop a recruitment/outreach plan</p> <p>7. Continue to provide a range of quality professional development services, programs, and networking opportunities to benefit and engage the membership, and to serve as West Virginia’s “go to” resource for philanthropy</p> <p>8. Continue to collaborate with the FORUM to offer new services such as the legal help desk, national list serve notices, and quarterly webinars</p>		
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2018 – 2019 Strategies:

- *Develop a cadre of members to serve as peer mentor and trainers to expand fee-based consulting and to engage members, expand linkages among members, and increase earned income*
- *Assess the model, value, timing and local coordination role of regional meetings*
- *Expand membership engagement in the annual meeting and conference through a Call for Presenters process and to showcase the best of West Virginia*
- *Explore expansion of membership categories to include affiliate members (attorneys, certified public accountants, etc.) and supporting foundations*



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STRATEGIC PRIORITY: LEADING AND ADVOCATING

Goal: Philanthropy West Virginia members are served by our leading and collective voice

Goal Champion Team: Tres Ross, Susie Nelson, Cindy Drennan, and Bob Orndorff

<i>2017 Strategies</i>	<i>Assigned Responsibility</i>	<i>Sustainability Indicators Revenue source, profitability, and or additional resources needed</i>
<p>1. Update the current impact info-graphic</p> <p>2. Develop investors around public policy to build capacity</p> <p>3. Host the Policy Institute</p> <p>4. Establish an Impact Commission</p> <p>5. Clearly define public policy roles with the WVNPA through a memorandum of understanding</p> <p>6. Continue to educate and foster relationships with legislators and the administrative branch about issues impacting members</p>		

2018 – 2019 Strategies:

- Define a process to prioritize an annual legislative agenda for action
- Utilize and support affinity groups to address issue-based priorities



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STRATEGIC PRIORITY: PHILANTHROPIC GIVING AND IMPACT

Goal: Philanthropy giving and impact will be expanded to influence positive change across West Virginia

Goal Champion Team: Bob Boone, Diane Hinkle, Michelle Foster, and Paul Daughtery

<i>2017 Strategies</i>	<i>Assigned Responsibility</i>	<i>Sustainability Indicators Revenue source, profitability, and or additional resources needed</i>
<ol style="list-style-type: none"> 1. Leverage: Serve as an intermediary funding collaborative to optimize new opportunities and engage new national/regional players (i.e.: Kresge Foundation) 2. Create an impact measure plan across all pillars 3. Onboarding New members and partners into WV 4. Partner with the Regional Association of Grant makers and The Foundation Center to complete implementation of <i>Get On the Map</i> 5. Expand the Corporate Responsibility Council 6. Redefine the Keep5 Local Transfer of Wealth Engagement initiative with USDA, RCDI and other sponsors 7. Coordinate an “Invest in WV” 		



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Immersion Tour 8. Broaden philanthropy: individuals, corporations, national funders, and federal grant funders 9. Continue to develop new partnerships 10. Continue to conduct research on philanthropic trends		
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2018 – 2019 Strategies:

- Continue to define and measure philanthropy, Giving Circles
- Implement “*What is Philanthropy?*” Awareness Campaign

STRATEGIC PRIORITY: SOUND OPERATIONS, STRUCTURE AND FINANCIAL SUSTAINABILITY

Goal: Organizational excellence and sustainability will be achieved to carry out the mission

Goal Champions Team: Executive Team members and Staff

<i>2017 strategies</i>	<i>Assigned Responsibility</i>	<i>Sustainability Indicators Revenue source, profitability, and or additional resources needed</i>
Financial sustainability	Board Strategy	



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<p>1. Review financial implications of the strategic plan and related activities to ensure sufficient profit, a high level of quality, and alignment with the mission, vision and core values</p> <p>2. Continue to grow philanthropic partners and new income streams</p> <p>3. Review and adjust the membership dues structure</p> <p>4. Refine the revenue generation plan</p> <p>5. Define a clear role in fundraising for the board of directors which includes personal commitments of support</p> <p>6. Increase donations to the Legacy Fund through an end-of-the- year campaign</p> <p>7. Move from a managerial to contractual relationship with the WV Nonprofit Association through a clear definitions of services/Memorandum of Understanding</p> <p>8. Continue a focus on retaining current members, and increase new members as prioritized by the board and staff</p> <p>Smart Growth of the Board of</p>	<p>Advancement Team</p>	
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<p><u>Directors and staff</u></p> <ol style="list-style-type: none"> 1. Improve board orientation materials and process 2. Conduct annual board assessments 3. Ensure a proper leadership transition plan is in place for board leadership positions 4. Revisit the committee structure and make necessary revisions 5. Ensure the board continues to be diverse, inclusive, and geographically represented 6. Ensure operating policies and procedures updated 7. Monitor and update the strategic plan on a regular basis and celebrate successes 8. Conduct staff evaluations mid-year based upon operational goals 9. Develop a plan to incentive and retain staff 10. Review emergency, planned departure succession plans for the President & CEO 11. Provide and support staff professional development 		
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opportunities		
12. Continue strong peer-to-peer linkages		

2018 – 2019 Strategies:

- *Secure revenue to expand staff*
- *Establish an endowment fund to support operations*
- *Support WVNPA transition plans to independence through board representation liaisons and shared planning*