



Twenty Years & Thriving: Strategic Plan Framework

Adopted by the Philanthropy West Virginia Board of Directors - April 5, 2012

Philanthropy West Virginia, formerly WV Grantmakers is entering into a new era of growth and service to fully participate and excel in its mission, taking us from a surviving to a thriving organization. The Board of Directors, staff, members, and many others collectively provided input and guidance into outlining its future through this strategic plan framework.

2013 marks the twentieth anniversary of Philanthropy West Virginia's founding. The creation of this plan is to serve as a guiding vision and work plan to direct the growth and evolution of the organization into its next twenty years of success. The plan is rooted in fulfilling our mission which is: ***Strengthening Philanthropy in the Mountain State.***

This strategic plan framework focuses on five critical goals with the first two primarily focused on the internal organization operations and accountability. Goals three, four, and five focus on our service to members, philanthropic sector in the state, and the state itself.

GOAL #1: THRIVING: PHILANTHROPY WEST VIRGINIA (PHILANTHROPY WV) IS A GROWING ORGANIZATION

Responsible Committees: Finance & Administration, Executive, and Membership & Outreach

- Evaluate Philanthropy WV's organizational effectiveness. (August 2012) – DONE and completed annually
- Implement organizational improvements identified in the effectiveness evaluation. [March 2013] - UNDERWAY
- Create and implement a revenue generation strategy by December 2012 to diversify and be innovative with the Philanthropy WV's income streams to sustain and grow the organization [DONE...NOW IMPLEMENTING]
- Retain and recruit new members through an annual membership drive (annually in June adjusting to a December/January format in 2013/2014) that will result in growing membership by at least 10% [Annual]
- Use technology for streamlined, effective organization operations, membership management/services, electronic communication/program trainings, and organization communication that is incorporated into a technology strategy (internal/external) [December 2013]
- Develop a communications plan/PR and Awareness campaign [January 2014]
- Update and maintain major communication and e-presence (website) platforms. [June 2012 and reviewed annually]

GOAL #2: ACTING: PHILANTHROPY WV OPERATES WITH THE HIGHEST STANDARDS OF ETHICS AND ACCOUNTABILITY

Responsible Committees: Finance & Administration, Executive and the future Marketing

- Update and use job descriptions for board members, officers, committees and committee leaders. [DONE, update Annually]
- Develop a board orientation packet and process [Done, update annually]
- Identify and meet highest standard of financial and accounting operations for regional grantmakers associations and non-profits including our annual financial audit [Upgraded in December 2012 and ongoing]
- Maintain a continuous flow of communication and collaboration among the committee and board members to ensure the most effective use of volunteer time and completion of work projects. [Annual]
- Staff Philanthropy WV appropriately and professionally to respond to program and membership needs. [Ongoing]
- Develop an annual work plan with each staff member outlining their individual plan in consultation with the President that advances the strategic plan and budgeting process. [implementation in 2014]
- Complete an annual performance evaluation of all staff in relationship to their annual work plan. [March 31st of each year]

- Update Philanthropy WV policies to meet the growth and changes as needed [Review annually]

GOAL #3: CONNECTING/LEARNING: PHILANTHROPY WV IS A LEADER IN PROVIDING MEMBERSHIP SERVICES AND BENEFITS IN WEST VIRGINIA.

Responsible Committees: Membership & Outreach and Programming & Conference

- Finalize benefits package including roles and responsibilities of members. [DONE and update annually]
- Plan and conduct an annual conference in October. [ONGOING]
- Plan and conduct annual trainings for community, private and corporate foundations. [ONGOING]
- Continue to develop an annual programming/events calendar.[Implemented in 2012 and continues annually]
- Provide training and technical assistance such as evaluation training, best practice sessions, and technical skills to our members. [Model in late 2012 and launch in summer 2013]
- Employ the use of creative delivery of knowledge and education statewide through possible webinars and other web-based tools for meetings and presentations to members. [Initiated in 2013 and ONGOING]
- Continue to deliver once-a-year regional in-person funders meetings that include training, networking, and specific topic presentations. [ONGOING]

GOAL #4: LEADING: PHILANTHROPY WV'S MEMBERS ARE SERVED BY OUR LEADING AND COLLECTIVE VOICE.

Responsible Committees: NPA Advisory Board, Policy, and Executive

- Collaborate with WV Community Development Hub to successfully launch and grow the WV Non-Profit Association. [DONE and now growing momentum]
- Establish national relationships and partnerships for rural philanthropic development and collaborations that advances West Virginia such as hosting a National Rural Philanthropy Conference in West Virginia [2015], partner with Council on Foundations for Rural Philanthropy programming, and engage national funders on local/regional/state issues [2014 and ongoing]
- Establish one collaborative funding project among our members. [January 2014]
- Cultivate relationships with stakeholders in state (agency, executive, legislative or judicial branches) and federal (Congress, President, ARC, USDA, etc.) government to provide decision-making expertise and be a "go-to" resource for policy makers. [Annual]
- Serve as the collective voice for our members that educates and advocates on the local, state and federal levels for initiatives, programs, policy, legislation, etc. that advances the philanthropic sector in West Virginia [Annual]
- Establish 3 new partnerships per year with corporations or industry to increase the involvement/presence of corporate giving programs and foundations in West Virginia. [2013 and ONGOING]
- Facilitate research and engagement of the state's grantmakers to support our collective work and ensure that the sector has a voice in issues related to philanthropy and charitable giving. [Fall 2012 and ongoing]

GOAL #5: ENGAGING: PHILANTHROPY WV FACILITATES THE ENGAGEMENT OF PHILANTHROPIC WEALTH IN THE MOUNTAIN STATE.

Responsible Committees: (Future) Rural Philanthropy, Exec, Seizing Vital Funds Work Team, and Marketing

- Establish an annual statewide philanthropic "wish list" of needs and opportunities that will result in securing at least \$25,000 in federal government and/or national foundation funds to be used for collaborative projects, re-granting opportunities, and specific programs within WV starting in 2012.
- Conduct a Transfer of Wealth study by Summer 2013 and use gathered data to educate the public on the transfer of wealth and create momentum for the growth of the state's philanthropic sector over the next decade and beyond.
- Create and initiate a philanthropist and foundation leader mentorship program to encourage the sharing of hands-on knowledge, skills, and experiences between new and established philanthropy leaders (beginning in 2016)
- Develop and assist with strategies to identify, gather, and build philanthropic wealth in WV by Summer 2014.

- Champion the creation of new (private/family/corporate) foundations or endowments with existing community foundations among West Virginia's citizens and former residents starting with one per year [beginning in early 2014 and Ongoing].
- Serve as a resource and advisory group to assist/engage individuals, corporations, communities, and organizations considering to create and grow foundations with two major contacts in the first year and expanded each year afterwards [by summer 2014]
- Establish a mission-based procedure to evaluate and select/decline special initiatives, projects, and programs for Philanthropy WV that arise from opportunities. [Spring 2014]
- Complete, publish, and promote an updated WV Giving Study the first to be issued in Fall 2013 to be repeated every two to three years that is disseminated throughout the state's media, government, non-profit, business, industry, education/higher education, and professional networks.

Updated 12-2013 noting name change to Philanthropy WV