



***Strategic Thinking and Planning Retreat
June 16, 2016***

Retreat Overview

The focus of today's retreat is to be future-oriented on Philanthropy West Virginia using an issue-based approach to planning. We will set the stage by reaffirming the organization's identity, examining the current environment in which the organization operates, and reaching consensus on strategic directions. Strategy development, using the existing plan as a framework, will define your new "road map".

Strategic Planning Principles

- ⇒ The process is just as important as the product
- ⇒ The process is on-going with monitoring and measuring of progress and celebration of successes
- ⇒ The plan is a living document - reviewed and updated on an ongoing basis in a constantly changing environment
- ⇒ The plan should directly influence decision-making, communications, operations, and budgeting

What is expected of me?

- Share your insights and ideas and "build up" on other possibilities
- Share air time by using the "kitchen table" concept – everyone participates/no one dominates/no side conversations
- Help keep discussions on track – ELMO and park issues as needed
- Honor confidentiality policies and procedures
- Use consensus decision making
- Stay focused and go "off the grid" with the exception of scheduled breaks
- Have fun and get it done!



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Developing a Strong Foundation
Reaffirming Our Organizational Identity

Mission communicates the purpose of the organization – it is what the organization does every day.

Mission: To strengthen philanthropy in the Mountain State

Mission Reality Test

- ✓ Distills the essence of Philanthropy West Virginia and what it wants to achieve
- ✓ Represents the social value the organization strives to create
- ✓ Answers the questions:

What do we do? For whom do we do it? What's the benefit?

Aspiration or Vision is the preferred future, focuses on possibilities, and is our dream result

Vision: To serve as West Virginia's leading voice and premier resource for philanthropy

Priorities are the overarching strategic directions most important to address, and serve to frame the plan. They are the “how” of reaching the mission.

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1. Membership Engagement and Growth
 2. Philanthropic Giving and Impact
 3. Public Policy and Advocacy
 4. Sound Operations and Financial Stability
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Plan Framework and “ Big Questions” For Strategy Formation

Expand Membership Engagement and Growth (Membership and Outreach)

1. *What new strategies do we implement to **retain and grow our membership** base?*
2. *What additional **value-added services and programs** (beyond our core) should we provide to our members given our current capacity?*

Maximize Philanthropic Giving and Impact (Philanthropic Wealth & Partnerships)

3. *What strategies do we undertake to **expand philanthropic giving** in West Virginia?*
4. *How will our **impact** and success be defined, measured and articulated?*

Lead With A Collective Voice (Public Policy and Advocacy)

5. *How do we enhance our relationship with the **West Virginia Non-Profit Association** during this next phase of our development?*
6. *How do we continue to strengthen our **public policy and advocacy** efforts?*

Ensure Sound Operations and Financial Stability (Board Governance, Staffing, and Financial Sustainability)

7. *What proactive strategies are needed to attract new, diverse sources of revenue to **sustain** Philanthropy West Virginia? How will programs and services be tied to **financial stability** moving forward?*
8. *What steps do we take to keep a strong **staffing infrastructure in place**? What new strategies are needed to assure an effective **governance structure**, including, **leadership transition**, continues?*

Cross-Cutting

9. *What new **partnerships** need to be cultivated as we move forward?*



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**Setting Direction
Small Group Discussion Rounds on Strategies**

Time: 45 minutes

Small Group Guidelines

1. Agree upon a recorder and reporter
2. Review your assigned strategic priority area(s) and “big questions”
3. Building upon strengths and opportunities, brainstorm, agree upon, and record strategy ideas using the following focus question. Please avoid specific details.

What strategies do we undertake over the next three years to move us forward? Note any new partnerships or collaborations.

- √ Strategies may be new or existing (underway and needs to be completed or is working well now).
 - √ Strategies should “fit” the strategy screen
4. Review your list of strategies and star (*) strategies to complete in the next 12 months, and note who (staff, committee, board member, volunteer) will be responsible
 5. Be prepared to share your strategies as part of large group discussion

Strategy Screen for Small Group Work

Agreed-upon strategies should:

- √ Be realistic and doable: staff capacity exists + financially viable
- √ Be consistent with our mission, culture and values
- √ Support us in moving to the next stage of our development



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10 Keys to Nurturing a Strategic Plan

1. Establish a designated responsibility area within the organization to keep the plan alive
2. Nurture the plan by identifying champions throughout the organization
3. Involve stakeholders – internal and external
4. Feed the plan with success – success breeds success
5. Acknowledge and celebrate successes
6. Recognize that the process is as important as the plan
7. Nourish the plan with resources – human and financial
8. Link strategic planning with existing programming, annual planning, budgeting and performance appraisal
9. Use Mission and Values as Decision Making Tools
10. “Talk it Up” – Communicate the Plan, the Successes and Learnings

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