United Way of Greater St. Louis

STRATEGIC TRANSITION PLANNING SERIES

2018-2019

11.6.19

1

TRANSITION SERIES GOAL

Help member agencies gain competence in: navigating through environmental changes, better securing diverse & sustainable funding streams, and exploring/pursuing options, all of which enhance the fulfillment of community needs-based missions

2

SERIES LEARNING OBJECTIVES

GAIN UNDERSTANDING

- About themselves, their environment & resources to be better equipped for adapting to a shifting funding environment

IMPROVE COMPETENCE

- In seeking funding from diverse sources, beyond the United Way

BUILD PROFICIENCIES

- That improve positioning, agility and navigation through environmental changes

ADVANCE EFFORTS

- To develop and implement a strategic transition plan

3

RACIAL EQUITY LENS CONTEXT

- Different communities (and individuals within communities) situated differently relative to each other
- Differences due to many factors, including history, education, language, access to community assets…
- While intent of policies & programs is to create access for all people (lifting all boats), in practice, universal policies create access to opportunity differently
- A rising tide brings less benefit or possibly hazard if one's boat is leaky or if one does not have a boat.
- Series sessions will provide an opportunity to apply a racial equity lens to topics in hopes of getting all members in our community a boat that floats so that all boats can be lifted.

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Member Agency Strategic Transition Planning Series
2018 – 2019 Schedule

TOPIC	CODE*	DATE/TIME	DESCRIPTION	FACILITATORS
#1: Series Overview/SWOT Analysis (lunch provided)	B	May 17, 2018 9am – 1:30pm	Part 1: capacity building blocks for helping agencies adapt to new funding model; Part 2: SWOT analysis	Julie Simon & Rebeccah Bennett, Emerging Wisdom
#2: Financial Health	B	Thurs, June 14 9am – 12pm	Evaluating financial performance, cash flow & budgeting in alignment with Board fiduciary responsibilities	Judy Murphy & Amy Altholz, RubinBrown
#3: Fund Development		Thurs, July 12 9am – 12pm	Basic components of fund development/planning; data analysis; strategies for building on what works	Wendy Dyer, Wendy Dyer Fund Devp Consultants
#4: Program Financial Sustainability		Thurs, Sept 13 9am – 12pm	Functional expense allocation; assessing financial sustainability; mission alignment; calculating unit costs	Dick Goldbaum, Transitions in Leadership
#5: Contingency Planning	B	Thurs, Oct 11 9am – 12pm	Assessing risk; contributing factors & gravity of impact; developing action plans to mitigate/address risks	Pat Knoerle-Jordan, Experience On Demand
#6: Change Management		Thurs, Nov 8 9am – 12pm	Outlining indicators, pathways & impacts of change; deter-mining how, what, when & who changes, how to adapt	Marissa Paine, Painefree Coaching & Consulting
#7: Innovation		Fri, Nov 30, 2018 9am – 12pm	Exploring methods, ideas & approaches to process work more effectively, increase agility/responsiveness & advance impact	Joseph Steensma, Washington University
#8: Racial Equity Lens Application	B	Fri, Jan 11, 2019 9am – 12pm	Assessing agency infrastructure, culture and programs for fairness/justness & exploring how to apply a racial equity lens	Kira Hudson Banks, St. Louis University
#9: Board Engagement in Fund Development (lunch provided)	B	Fri, Feb 8 9am – 2pm	Framing Board member fundraising roles/responsibilities & support required for effectiveness; crafting compelling messages	Pete Werner, Consultant, & Wendy Dyer
#10: Optimizing Board Effectiveness	B	Fri, Mar 8 9am – 12pm	Optimizing Board effectiveness via proper recruitment, engagement, expectation-setting, accountability & facilitated decision-making	Laurna Godwin, Vector Communications
#11: Fund Development Deeper Dive		Fri, Apr 12 9am – 12pm	Expanding/improving development efforts to diversify and increase funding streams	Wendy Dyer & Rachel D'Souza-Siebert
#12: Strategic Alliances: Part I	B	Fri, May 10 9am – 12pm	Exploring the spectrum of collaboration; rationale for pursuit; phases of discovery, due diligence, negotiation & assimilation; defining success	Allie Chang Ray, Mutare Network
#13: Strategic Alliances: Part II	B	Fri, Jun 21 9am – 12pm		
#14: Succession Planning	B	Fri, Aug 2 9am – 12pm	Framing a pro-active process for effective staff leadership transition, emergency & planned, fulfilling current/anticipated leadership needs and retaining institutional memory and values	Dick Goldbaum & Allie Chang Ray
#15: Envisioning/Driving Direction (lunch provided)	B	Fri, Sep 13 9am – 2pm	Creating future vision & defining strategic priorities/direction to position, strive for and move toward that vision	Rebeccah Bennett, Emerging Wisdom
#16: Creating a Transition Plan: Part 1 (lunch provided)	B	Thurs, Oct 10 9am – 2pm	Operationalizing the transition for guiding toward better positioning & adapting to a changing environment	Rebeccah Bennett, Emerging Wisdom
#17: Creating a Transition Plan: Part 2 (lunch provided)	B	Fri, Nov 1, 2019 9am – 2pm		

*** KEY: B = Board-Focused | Stage 1 = Assessing Position | 2 = Preparing for Change/ Innovation | 3 = Exploring Resources | 4 = Creating Plans**

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STAGE 1: ASSESSING AN AGENCY'S CURRENT STATE

Four reasons for assessing the present state:

- Use current state as an input in planning for agency future
- Identify and prioritize areas that need to be improved and/or invested in to reach agency goals
- Explain to stakeholders why change is needed and the logic behind agency actions
- Create motivation and a common understanding among invested, impacted and interested stakeholders regarding agency conditions, capabilities, vulnerabilities, and opportunities

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SESSION 1: SWOT Analysis

5.17.18

Presented by: Rebeccah Bennett
Emerging Wisdom

- Grounds plan
- Provides realistic view of agency's capabilities and vulnerabilities
- Identifies internal strengths and weaknesses
- Examines external opportunities and threats

	Helpful	Harmful
Internal	Strengths S	Weaknesses W
External	Opportunities O	Threats T

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SESSION 2: Financial Health

6.14.18

Presenters: Judy Murphy & Amy Altholz
RubinBrown

Common financial sustainability benchmarks include:

- Operating reserves
- Liquidity evaluation
  - Days of Cash on Hand to Pay Expenses
  - Current Liquid Assets/Current Liabilities
- Funding gap analysis
- Diversified funding streams
- Budget vs. actual analysis

RubinBrown

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SESSION 3: Fund Development Tools & Techniques

7.12.18

Presented by: Wendy Dyer,
Wendy Dyer Fund Development Consultants

Where Is Your Program?

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FINANCIAL SUSTAINABILITY BUSINESS MATRIX

9.13.18

Presented by Dick Goldbaum, Transitions in Leadership

Nonprofit Sustainability: Making Strategic Decisions for Financial Viability, by Bell, Masaoka, Zimmerman, Jossey-Bass, 2010

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SESSION 5: Contingency Planning

10.11.18

Presented by: Pat Knoerle-Jordan
Experience on Demand

Definition: Risk mitigation process preparing an agency for potential challenges by navigating through worst-case scenarios to help ready itself for best responses if needed

Contingency Planning is used to:

- Achieve higher degree of shared experience and organizational learning
- Raise/challenge widely held beliefs & assumptions about agency and its direction
- Identify key levers to influence future course; incorporate change management into strategic analysis; & intentionally mitigate future negative impacts

Contingency Planning Model:

1. Identify key factors → 2. Determine outcomes & implications → 3. Analyze & identify best responses → 4. Align triggers with responses → 5. Monitor environment & implement responses

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STAGE #2: PREPARING FOR CHANGE AND INNOVATION

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SESSION 6: Change Management

11.8.18

11.8.18

Presented by: Marissa Q. Paine
Painefree Coaching & Consulting

Phase 1 – Preparing for Change

- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Phase 2 – Managing Change

- Develop change management plans
- Take action and implement plans

Phase 3 – Reinforcing Change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

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SESSION 7: Developing a Culture of Innovation

11.30.18

Presented by: Joseph T. Steensma
Washington University

Start With A Conceptual Framework:

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STAGE 3: EXPLORING RESOURCES

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SESSION 8: Applying a Racial Equity Lens – Exploring Ways to Advance Equity

1.11.19

Presented by: Kira Hudson Banks, PhD

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SESSION 9: Board Engagement in Fund Development

2.8.19

Presented by: Pete Werner, Nonprofit Consultant (P1) and Wendy Dyer, Wendy Dyer Fund Development Consultants (P2)

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P1/ Board Engagement in F/R requires:

- A partnership structure
- Potential tough decisions re: current board membership
- Recruiting & onboarding new members in a strategic and intentional manner
- Members understand the business model
- Members always ask questions & evaluate progress/results
- Strategy in how to ask the Board to fundraise
- Focus on mission, passion & program understanding
- A compelling case statement members can deliver

P2/ Crafting Compelling Messages

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© 2019 Wendy Dyer, wendy dyer fund development consultants

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Session #10: Optimizing Board Effectiveness

3.8.19

Gold Standard Boards:

Presented by: Laurna Godwin Vector Communications

- Meet regularly with majority of members attending
- Understand/perform legal & fiduciary responsibilities
- Set policy & direction; provide financial oversight; monitor organizational performance (programs & services); hire, evaluate, guide and support CEO
- Utilize Committee structure to reflect agency strategic priorities & change as needed
- Strong Board Chair-Chief Executive partnership
- Board meetings focus on problem solving, inquiry, exploring root causes/new ideas
- Strategically select Board candidates to advance agency's work
- Conduct ongoing training about agency, its programs, field & landscape
- Participate in fundraising; advocate for agency; serve as ambassador
- Complete annual individual member self-assessment; and periodic board assessment

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Session #11: Deeper Dive into Fund Development

4.12.19

Presented by: Wendy Dyer, Wendy Dyer Fund Development Consultants & Rachel D'Souza1Siebert, Gladiator Consulting

Utilizing latest Technologies:

Best Practices related to different Types of Fundraising:

Using a Racial Equity Lens:

- How do we use data captured from existing online giving platforms?
- What do we hope to gain from including technology & digital strategies in our FD plan?
- Who are our donors? How do they give? Who is not giving?
- What platforms have we not tested? What are we waiting for?
- What is an acceptable ROI to get started?

Including .. Know Your Return on Investment

Grants = .20/$1.00 = 400%
Mail appeals = .20/$1.00 = 400%
Major Gifts = .10/$1.00 = 900%
Events = .50/$1.00 = 100%
Donor acquisition = 1.25/$1.00 = (-)200%

Change can happen at every level of an organization

- Check our Bias(es)
- Consider who supports agency's Culture of Philanthropy
- Check our Fund Development structure & process
- Think about Communication

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SESSION 12: Strategic Alliances – Part 1

5.10.19

Presented by: Allie Chang Ray, MUTARE Network

In any stage of its lifecycle, an agency has opportunities to increase mission impact through strategic alliance

This model is adapted from Susan K. Stevens' *Nonprofit Lifecycles: Staged-Based Wisdom for Nonprofit Capacity* (Stagewise Enterprises, 2002.)

Paul Connolly & Susan Kenny Stevens

Spectrum of collaboration

Associations (Includes coalitions, collaboratives, communities of practice)	Joint Programming	Shared Services	Merger (Includes affiliate and subsidiary structures)
Definition: A group of organizations that voluntarily combine forces to accomplish a purpose over time	Definition: Contractual programmatic undertaking of two or more entities without actual legal incorporation	Definition: Jointly hiring a third party or agreeing to share an existing resource to provide services such as accounting, marketing, IT or office space to consolidate administrative functions	Definition: A combining of two organizations into one. This can be accomplished through legal affiliate or subsidiary structures, integrating one organization into another or the creation of a new entity.

Less ← Level of integration → More

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SESSION 13: Strategic Alliances – Part 2

6.21.19

Presented by: Allie Chang Ray, MUTARE Network

Reasons to pursue Strategic Alliances:

- Gain leverage among stakeholders
- Address complex issues
- Better integrate continuum of services
- Strengthen program quality and performance
- Gain administrative efficiencies
- Create economies of program scale
- Extend reach with new

The Collaborative Map

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SESSION 14: Executive Succession Planning

8.2.19

Presented by: Dick Goldbaum, Transitions in Leadership; Allie Chang Ray, MUTARE Network

Succession Planning:

A systematic approach for creating continuity of leadership in an organization

Components of Executive Succession Plan

- ❑ Sudden loss
- ❑ Planned departure
- ❑ Talent/Leadership development

Board Succession Planning

- ❑ View holistically & align w/ current & future goals
- ❑ Consider Board's overall composition
- ❑ Focus on key leadership roles needed for the Board
- ❑ Define skills, expertise & traits
- ❑ Build Board knowledge on the nominating process

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WHERE WE ARE IN THE SERIES

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SESSION 15: Strategic Visioning

9.13.19

Presented by: Rebeccah Bennett
Emerging Wisdom

A process that supports a group of stakeholders in developing a shared vision of the future. It involves asking participants to appraise where they are now and where they can realistically expect to be in the future.

CORE COMPONENTS

CURRENT STATE ANALYSIS
- Strengths
- Weaknesses
- Opportunities
- Threats

FUTURE LANDSCAPE FORECAST
- Trends
- Disruptive changes
- Organizational preparedness

IMAGE OF SUCCESS
- Desired impacts
- Core organizational attributes

STRATEGIC PRIORITIES
- Areas of organizational focus, action and investment that advance the vision

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SESSION 16: Transition Planning & Implementation

10.10.19

Presented by: Rebeccah Bennett
Emerging Wisdom

PLANNING BENEFITS

Visioning Tool

- Establishes strategic vision of success with consideration to major trends shaping future & agency desired impacts & core identity in future

Operational Assessment

Articulates, at a high level, what agency needs to protect, transform, eliminate and avoid as it moves through transition

Practical Roadmap

Sets clear direction for leaders, managers & employees so they understand agency priorities, goals & actions in the midst of change

Alignment Resource

Clarifies how to advance agency vision of success through development of top priorities, clear goals, measures of success & actionable strategies

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Member Agency Strategic Transition Planning Series

Please contact Julie Simon at
Julie.simon@stl.unitedway.org
with questions, comments or concerns

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United Way
STRATEGIC TRANSITION PLANNING SERIES 2018-2019
Implementing Your Transition Plan

November 6, 2019

emergingwisdom

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SESSION OBJECTIVES

- Better position member agencies to adapt to a shifting funding environment
- Integrate insights and learning from previous sessions to help establish a path forward
- Learn how to strategically implement visions through the identification of priorities, goals, objectives, strategies, timelines and needed resources
- Gain insights on monitoring plan success through metrics and scorecards
- Identify ways to sustain forward momentum

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WHERE WE ARE IN THE SERIES

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TODAY'S AGENDA

- Welcome, Session Purpose & Introductions **(9:00 am)**
- Agenda Review
- Strategic Priority & Operational Transformation Review
- Devising Goals & Objectives
- Strategy Development
- Break **(11:00 am)**
- Preparing For Implementation
- Lunch **(12:00 pm)**
- Monitoring Success
- Sustaining Forward Momentum
- Wrap-Up & Survey
- Adjourn **(3:00 pm)**

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ROLES & RULES

Roles

Facilitator

- Guides learning and sharing
- Conducts exercises
- Maintains schedule

Participants

- Are open to learning
- Share knowledge & insight
- Check for understanding

Rules

- Manage your comfort
- Listen actively
- Ask questions and encourage others to share
- Minimize distractions
- Respect all views and opinions
- Enjoy yourself!

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I. Strategic Priority & Operational Transformation Review

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STRATEGIC PRIORITIES

1. Answer the question, "On what MUST the agency focus to advance its vision of success?"
2. Focus transition planning efforts
3. Arise from SWOT analysis, future landscape assessment and vision of success
4. Serve as the bridge between agency's current state and its future state
5. Articulate high-level priorities for agency to invest in and take action on
6. Frame organizational goals, objectives and strategies

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SAMPLE PRIORITY ANALYSIS

What Are Key Drivers of Future Success?	Rationale – Why Is This Strategic & Not Just Urgent?	What Do We Intend To Achieve By Focusing Here?	What Will Happen If We Do Nothing?
Staff Engagement & Support	• Agency is only as strong as its staff • Staff satisfaction and engagement determine program delivery and quality • Staff need development, support and resources to advance client outcomes	• Heighten staff productivity and performance • Create a culture of collaboration that advances learning and connection	• Inability to attract and retain employees • More staff stress / disengagement • Weakened client services
Branding & Marketing	• Visibility and reputation impact agency's base of support • Reputation influences funding, client referrals and organizational partnerships	• Increase visibility and support among target audiences • Market agency consistently across all programs and platforms	• Inability to differentiate agency from competitors • Diminished base of support • Difficulty recruiting

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OPERATIONAL TRANSFORMATIONS

- Consider how agency will have to both stabilize and transform its operations to advance its priorities in the midst of transition
- Focus on what agency will need to protect, modify, eliminate and avoid in light of its priorities and goals
- Invite agency to be proactive, rather than reactive, during periods of great change

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TRANSFORMATION MATRIX

- For each strategic priority, agency develops a transformation matrix:

Strategic Priority / Driver

A critical area of focus in which the agency will invest to advance its vision of success and be ready for the future

Desired Achievements

Critical outcomes / goals that ensure progress on agency vision

Preserve

What agency must protect, build upon, leverage

Modify

What agency must transform and/or improve

Eliminate

What agency must stop doing / discontinue

Avoid

What agency must prevent from happening

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SAMPLE MATRIX

Communications & Outreach

Desired Achievements

Build agency's bases of support (people and financial); Elevate agency visibility and influence; Support growth

Preserve

Positive stakeholder and community reputation

Modify

Key messaging so that it is consistent across all platforms

Eliminate

Narratives that focus on programs, but not impacts and real stories

Avoid

Reliance on social and electronic media only; alienating existing base of support

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II. Devising Goals & Objectives

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GOAL SETTING

GOALS:

- Are the aims toward which agency's efforts are directed
- Answer "what," not "how"
- May be pursued in phases (what's critical in the coming year?)
- Typically are broad statements, but can be targeted
- Serve as milestones to agency vision and fulfillment of its mission

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SAMPLE GOAL STATEMENTS

- ***FOCUS St. Louis:***
  - Heighten performance, engagement and satisfaction among employees and consultants
  - Create a culture of collaboration that advances learning and connection across programs and functions
- ***Collegiate School of Medicine & Bioscience:***
  - Increase the school's visibility and positive community recognition to broaden its base of support
  - Raise $26 million dollars to finance the school's expansion

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OBJECTIVE DEVELOPMENT

OBJECTIVES:

- Indicate the most efficient and effective pathways for reaching agency goals
- Usually focus on cornerstone issues / opportunities
- Answer "how"
- Serve as specific and measurable milestones that must be achieved to advance progress

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SAMPLE OBJECTIVES

Strategic Priority	Goal	Objective / Success Pathway
Exemplary & Engaging Learning Experience For Every Student	All students experience dynamic and engaging programs of study and enrichment that advance their success and love of learning	In the fall semester, build the social skills, competencies and confidence that students need to thrive at school.
Health & Well-Being	Grow employee participation in the company's wellness program	By 2020, involve at least half of the workforce in the EAP weight management initiative.

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GOAL & OBJECTIVE EXERCISE

STRATEGIC PRIORITY	DESIRED ACHIEVEMENT / GOAL	OBJECTIVE / SUCCESS PATHWAY

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PARTICIPANT SHARING

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III. Strategy Development

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STRATEGY DEVELOPMENT

Common Definition

A Strategy Is: A game changing action designed to achieve an objective. Serves as the legs of a transition plan

Core Work

Answers: What are you going to do specifically to fulfill your objectives and advance progress on your goals?

Describes: What means you will take to get things done

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SAMPLE STRATEGIES

Goal
- Raise $5 million dollars to finance school expansion

Objective
- Undertake a 24 month capital campaign to finance construction of CSMB's new state-of-the-art facility.

Strategy
- Produce a case statement that explains: the school's fundraising needs, plans for addressing these needs; and what can be achieved with additional resources

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SAMPLE STRATEGIES

Strategy
- Conduct a feasibility study that identifies prospective funding sources and effective means for cultivating support. Execute study recommendations

Strategy
- Identify an initial funding champion to kick-off major contributions to the capital campaign. Use this commitment to build momentum around fundraising efforts with other donor prospects

Strategy
- Partner with the SLPS Foundation to increase donor investment
- Create campaign collateral that increases prospective donors' interest in CSMB

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STRATEGY CONSIDERATIONS

An impact effort matrix is a decision-making tool that assists agencies in managing their resources more efficiently. An agency assesses whether to engage in activities based on the level of effort required and the potential impact or benefits they will have.

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STRATEGY CONSIDERATIONS

Focus only on those actions that provide the greatest returns for the effort expended.

- Impact is defined as return on investment.
- Effort is defined as the amount of resources (time, money, labor) required for implementation
  - High Impact / Low Effort Actions: optimal return with minimal effort – Quick Wins
  - High Impact / High Effort Actions: optimal return with major effort – Major Projects
  - Low Impact / Low Effort Actions: minimal return with minimal effort – Fill Ins
  - Low Impact / High Effort Projects: Thankless Tasks

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STRATEGY DEVELOPMENT EXERCISE

STRATEGIC PRIORITY	GOAL / DESIRED ACHIEVEMENT	OBJECTIVE / SUCCESS PATHWAY	GAME CHANGING ACTIONS / STRATEGIES

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PARTICIPANT SHARING

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IV. Preparing For Implementation

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STRATEGY ACTION PLANS

- Are blueprints that make strategies sufficiently detailed to be actionable and that provide clear direction for moving forward
- Identify people accountable for strategy implementation
- Formulate timeframes for when strategies will be executed
- Delineate deliverables that will result from successful implementation
- Clarify resources required to execute strategy

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ACTION PLANS BENEFITS

- Clarify ownership – many plans fail because the work is no one's or everyone's responsibility
- Enable staff members to integrate strategic work into their operations and schedules
- Invest in staff the authority, responsibility and resources needed to execute action
- Establish clear lines of accountability
- Make it easy for board members and executives to track progress

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SAMPLE ACTION PLAN

Goal 1: Raise $26 million dollars to finance school expansion.

Objective 1: **Undertake a 24 month capital building campaign to finance the construction of state-of-the-art facilities.**

	Strategy	Accountable Party	Implementation Timeframe	Anticipated Deliverable	Resources Needed
A.	Develop a strategic plan that clarifies school's organizational direction; specifies a corresponding course of action; and guides the school's critical resource allocation decisions.	■ Principal ■ Advisory Board	■ Summer 2015	■ 2015 – 2018 strategic plan	■ Planning consultants
A.	Produce a case statement that explains: a) the needs the school is seeking to meet through its fundraising; b) its plans for addressing these needs; and c) what it can achieve with additional resources.	■ Principal ■ Advisory Board	■ Summer 2015 – Fall 2015	■ Fundraising case statement	■ Development expert or consulting firm
A.	Conduct a feasibility study that identifies prospective funding sources and effective means of cultivating support. The study should also establish a reasonable timeline for executing school's capital campaign.	■ Principal ■ Advisory Board	■ Fall 2015 – Winter 2015	■ Feasibility study	■ Development expert or consulting firm
A.	Identify an initial funding champion to kick-off major contributions to school's capital campaign. Use this commitment to build momentum around the school's fundraising efforts with other donor prospects.	■ Advisory Board	■ Fall 2015 – Winter 2015	■ Initial capital campaign champion ■ First major gift ■ Heightened donor interest in school	■ Advisory board connections

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ACTION PLAN EXERCISE

Strategy	Accountable Party	Timeframe	Anticipated Deliverable	Resources Needed

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PARTICIPANT SHARING

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V. Monitoring Success

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SUCCESS MEASURE OVERVIEW

Success measures…

- Provide evidence that agency is headed in the right direction, moving toward achieving its goals
- Indicate priorities and offer a window on agency performance, ethos and ambition
- Help agency focus its people and resources on what is most important
- Are used to make decisions and drive improvements
- Can change and evolve over time

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DEVELOPING MEASURES

- Tie measures to goals
- Keep measures simple – do not overload with too many
- Make sure stakeholders understand what is being measured and why (use your plan to explain the logic of your measure)
- Choose measures that can be tracked on a regular basis. Use dashboards and/or scorecards
- To the best extent possible, employ measures that already exist and serve as data sources for your agency
- Accept that whatever measures you select, there will be uncertainties and some failures. Prepare to adjust course as needed

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SAMPLE MEASURES

STRATEGIC PRIORITY	PRIORITY GOAL	SUCCESS MEASURE
Be The Best Provider of Media Content	Be the first media provider to be present on all audience platforms and dominate these platforms with great content and talent	▪ Nielsen ratings ▪ Social media digital analytics
Be The Best Provider of Media Content	Ensure that content is consistently of high quality and accuracy in an environment of compressed deadlines	▪ Ratings of trustworthiness in market surveys
Be Most Recognized Industry Brand	Expand the station's base of support and influence through strategic community partnerships	▪ Recognition, awards and honors by community partners
Be The Best Media Advertising Partner	Increase the number of product sales per advertiser	▪ Number of products sold per advertiser ▪ Number of new advertisers ▪ Share of ad revenue captured

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SUCCESS MEASURE EXERCISE

STRATEGIC PRIORITY	PRIORITY GOAL	SUCCESS MEASURE

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TRACKING SUCCESS

Scorecard Development:

- Progress Assessment
  - Presents strategies, their anticipated deliverables, a color-coded assessment of whether they have been achieved and any clarifying comments
- Data Collection Process
  - Identifies process for collecting data and reporting findings
    - Who will do this?
    - How frequently?

Strategy Description	Status	Date Completed	Anticipated Deliverable	Actual Deliverable	Comments
1. Recruit additional directors with fundraising expertise	Done	10/30/13	2 new directors	3 new directors	Board's nominating committees identified three strong candidates, all of which the board approved
2. Develop a strategic communications plan	In Progress	2/10/13 – Present	New communica-tions plan	N/A	The communications director and board marketing committee are still working to complete the communications plan. One more month of work, which includes 2 more meetings, is needed
3. Research membership pathways, giving levels and histories and retention statistics	On Hold	N/A	Donor analysis report	N/A	Director of development resigned. New staff prospects being vetted to fill the existing vacancy

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TRACKING SUCCESS

Scorecard Summary:

- Provides an overview of progress by goal and strategic priority, not by strategy
- Indicates, at a glance, where there are significant gaps in plan implementation
- Can be used to identify areas where strategic course corrections, interventions or new strategies are necessary

STRATEGIC PRIORITY 1: STAFF ENGAGEMENT & SUPPORT (SES)				
Goal	**Total # of Strategies**	**# and % Complete**	**# and % In Progress**	**# and % On Hold**
1. Heighten performance, engagement and satisfaction among employees and consultants.	9	8 89%	1 11%	0 0%
1. Create a culture of collaboration that advances learning and connection across programs and functions.	3	3 100%	0 0%	0 0%
TOTALS	**12**	**11** **92%**	**1** **8%**	**0** **0%**

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SUSTAINING MOMENTUM

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THANK YOU!

For more information about Rebeccah Bennett and Emerging Wisdom:

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