

## The Foraker Group Strategic Plan: 2016 – 2021

*Approved by the Governance Board, April 21, 2016*

**Core Purpose:** *Strengthen Nonprofits*

**Core Values:** *Sustainability, Strategic, Collaborative, Urban/Rural/Native/Non-Native*

**Long-term Goal (2021):** *Lead innovative systems change in order to strengthen the ability of Alaska nonprofits to significantly improve our communities*

**Achieving our Long-Term Goal:** Our theory of change guides our ability to achieve both our long-term and short-term goals. Our four lines of business of education, organizational development, shared services and voice of the sector<sup>i</sup>, including research, public policy, and state association, are informed by our theory of change. Together, our values, our programs, and theory of change articulate the way we work with organizations, leaders, and the sector to achieve our goals. Together they also ensure that we provide excellence to our current programs and services while we strive to achieve the new goals in this plan. We recognize that our work is driven by our role as capacity builders within and with the sector and that we are in each relationship for as long as is necessary to strengthen individual and collective efforts. The Foraker Group will act as a leader, catalyst, convener, innovator, and connector for the Alaska nonprofit sector in order to achieve this goal.

### STRATEGIC DIRECTIONS (2016-2021)

**FOCUS and ENGAGEMENT:** *Use the lenses of sustainability on ourselves to focus on our resilience*

- Grow reserves, more fully engage our boards, embrace new and existing partnerships, and sustain staff capacity
- Increase our national position as a leader in capacity building within our network, sharing and receiving support
- Address our own barriers to diversity, equity, and inclusion and deepen our engagement with Alaska's gender, age, ethnic, and culturally diverse communities in the work of the nonprofit sector
- Prepare for internal adjustments that will be required to successfully implement this plan, including development of new data and tools
  - Create a dashboard to successfully measure and monitor progress with this plan

**INFORMATION:** *Analyze and provide data and information that strengthens the voice, power, and influence of the nonprofit sector*

- Monitor and analyze relevant information on the elements of sustainability of Alaska nonprofits, the economic impact on the state, and the gender pay gap to educate the sector and policy makers on the role of the sector in Alaska
- Support nonprofits during the state fiscal challenge to articulate their effectiveness and efficiency as beneficial to the public

**KNOWLEDGE TRANSFER:** *Provide nonprofits with the knowledge and tools they need to turn data into action for their own organizations and communities*

- Build financial assessment tools to catch early signs of organizational challenge
- Support organizations to adapt and innovate to meet the economic realities of our state and the complex challenges within our communities

- Identify barriers to diversity in nonprofit boards, commissions and leadership staff positions by age, gender, and ethnic and cultural groups, incorporating methods to overcome barriers in our training, communication, and facilitation

***ADAPTABILITY: Increase connectivity internally and externally to strengthen networks and peer support***

- Connect and support existing nonprofit networks throughout the state to strengthen the use of best practices in the field and increase engagement and retention of nonprofit leaders
- Create and facilitate Foraker board and staff cohorts to further strengthen the fabric of support throughout the state
- Build additional Foraker educational and facilitation opportunities to create new peer learning groups to strengthen skills and broaden the network of support

***STRATEGIC STRUCTURES: Expand our ability internally and externally to strengthen missions and promote effective systems change, both small and large scale.***

- Strengthen internal shared services, specifically financial shared services and Sultana, to foster more back-of-house support for the sector
- Research and provide information and training on transformative and alternative business and leadership models for Alaska nonprofits
- Assist in strategic restructuring and other collaborative models that focus on solutions to complex challenges in our communities
- Expand our ability to lead the dialog with the sector on innovative and collaborative systems change to address community gaps and needs.
  - Improve the system through new models, new methodologies, and new structures.
- Create and share methodology for communities to identify gaps in the nonprofit system

***SUSTAINABLE SECTOR: Amplify the collective voice of the sector for positive results with decision makers in the public, private and nonprofit sectors***

- Scan the horizon across the state, identify the issues, and link what we hear
- Strengthen the relationship between philanthropy and the nonprofit sector to act upon national and state issues that impact the health of the sector
  - Educate policy makers and funders on the value and importance of the sector by dispelling myths and highlighting impact
  - Work with other Alaska organizations to build a sustainable Alaska economy that supports the nonprofit sector
- Activate the ability of our board and staff to partner with nonprofits and communities to stand for the sector as it confronts legislative and local government decisions that impact the ability of organizations to deliver services.
- Explore and act on legislative and regulatory changes that advance the sector and save the money and resources of state or local governments
- Strengthen the culture of individual philanthropy at the organizational level by partnering with others to grow major and planned giving

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<sup>i</sup> Part of Foraker's leadership role is to speak on behalf of the Alaska nonprofit sector in matters of public policy and effective nonprofit practice. Our work is informed by research and our role as the formally recognized state nonprofit association for Alaska.