

FORAKER STRATEGIC PLAN

High-level version

Core Purpose: Strengthen Nonprofits

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

Envisioned Future: Foraker leads a resilient sector that builds private-public partnerships to solve Alaska's greatest challenges. Together multi-sector voices collaborate and advocate with a strong voice for priorities that meet diverse community needs across Alaska.

Goals for 2022-2027

(Goals structured based on our Theory of Change)

FORAKER: APPLY THE LENSES OF SUSTAINABILITY TO FOCUS ON OUR RESILIENCE

1. Rebound financially from COVID while growing annual and long-term financial resiliency
 2. Position Foraker for long term resiliency and growth
 3. Elevate our position as a national leader in capacity building to energize a community of practice in excellence, equity, and innovation
 4. Lead anti-racism efforts to support nonprofits
 5. Apply adaptations within our staff, board, and partnerships to learn from our collective COVID experience
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LEADER IMPACT: ACTIVATE AND CREATE SUPPORTIVE SPACES FOR INDIVIDUALS TO GROW & ADAPT TO ACHIEVE MISSION

1. Activate upstream systems change by growing and deepening our equity practice in Leadership Transition services
 2. Create organizational knowledge, belief, and behavior shifts so that the perception of leadership transition is not a rush to search
 3. Design, develop and lead in training the next generation of CEO and board members
 4. Reposition to provide value add enhancements to our financial shared services and planning facilitation offerings to help nonprofit leaders "hold it to own it" as they advance nonprofit missions
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ORGANIZATION IMPACT: CREATE SUPPORTIVE SPACES FOR NONPROFITS TO ACHIEVE MAXIMUM EFFECTIVENESS BY APPLYING THE PRINCIPLES OF SUSTAINABILITY THROUGHOUT THE ORGANIZATION

1. Develop and deepen our "special sauce" offerings that combine education, consulting, and support
2. Focus on adaptations and recovery as nonprofits work differently in different times
3. Design and deploy a clear pathway to engage nonprofits on their intentional anti-racist, diversity, and equity journeys

4. Expand shared service offerings - options for exploration include: fund development, grant writing, HR, coaching, health insurance, retirement benefits
5. Deepen our ability to provide facilitation focused on complexity and adaptation so that nonprofits are prepared to advance solutions to our most entrenched challenges
6. Strengthen a culture of individual philanthropy at the organizational level through facilitation, coaching, and cohort support

SECTOR IMPACT: GROW, ASSIST AND PARTNER WITH NETWORKS OF NONPROFITS TO ENCOURAGE THEM TO WORK TOGETHER TO ADDRESS COMMUNITY NEEDS

1. Grow Sultana as a response to organizations that have faced equity-related barriers to their growth and development
2. Assist in strategic restructuring and other collaborative models that focus on solutions to complex challenges in our communities
3. Partner with Alaska funders on diversity and equity initiatives in the sector

COMMUNITY IMPACT: ADVOCATE, ADVANCE, ELEVATE AND CONVENE MULTI-SECTOR APPROACHES TO SOLVE ALASKA'S GREATEST CHALLENGES

1. Advocate for the stability of the nonprofit sector in a COVID landscape
2. Convene and connect multi-sector voices to advocate for the long term health of Alaska's economy
3. Serve as the voice to enhance the nonprofit economic impact in the state by catalyzing partnerships, policy and positive investment
4. Elevate the nonprofit sector as a true economic driver in Alaska and a leader alongside government to solve Alaska's greatest challenges
5. Advance efforts to end the gender pay gap in Alaska through education, engagement, and policy change
6. Strengthen the relationship between philanthropy and the nonprofit sector to act upon national and state issues that impact the health of the sector
7. Advocate and support a statewide collaborative effort to provide equitable access to broadband across Alaska