



2021-23 Strategic Plan



Pillar: Promote Inclusion, Diversity, Equity and Access (IDEA)

Goal One: AFP-MN will address the roots of white supremacy culture within philanthropy and fundraising, holding both learning and leadership roles while helping the sector change for the better.

SMART Objectives:

- AFP-MN shares articles pushing the sector forward; questioning the status quo; exploring anti-racism within the sector; addressing white supremacy culture; (as a feature in the monthly newsletter; in a section on the website; etc.). At least a third of newsletter content is focused on this area of learning, while at least one whole section on the website is.
- Hold regularly scheduled board conversations on this topic. At minimum, a third of all board meetings should have these discussions.
- Create a rubric for screening speakers by the end of 2021 that makes sure we're meeting our organization's values in the content we provide and in who is presenting that content.
- Redefine who is an expert by broadening our speaker pool to include myriad backgrounds; years in the field; experience types and levels. At minimum, we have a third of speakers from historically marginalized communities throughout the year.
- Board of AFP-MN matches/represents the racial make-up of the Twin Cities metro.

Committee(s) Responsible: Executive; Education, IDEA, Communications, Directorship

Goal Two: Increase opportunities for marginalized fundraisers, with an emphasis on achieving racial equity.

SMART Objectives:

- Hold at least four gatherings each year specifically for BIPOC professionals.
- Create avenues for BIPOC fundraisers to more easily access professional opportunities by creating an application/RFP process for speaking opportunities in the first quarter of 2021. Repeat the process/promotion of the application/RFP annually, at minimum.
- Create standard practices for inclusion at all AFP-MN gatherings by creating a checklist to follow (such as including captioning and descriptions on all photos; using amplification devices at every public gathering; ensuring meeting locations are ADA-compliant; using closed captioning in virtual events and videos; using pronouns in addition to names for nametags/introductions; providing prayer and pumping rooms for public events; offering sign language interpretation if needed; offering materials in alternative formats and languages as needed; including an ask regarding accommodations needed for public events). Consult with disability/inclusion experts to complete the checklist. Complete the checklist by the end of 2021.
- Continue developing and holding affinity groups for marginalized fundraisers, so that they can build a support network with their peers (examples may be LGTBQIA, differently abled, various religious groups, outstate fundraisers, different-sized or under-resourced organizations, etc.). Define and formalize target affinity groups by end of 2021.

Committee(s) Responsible: Education, Membership, IDEA, Executive

Goal Three: Bolster the chapter’s public policy and advocacy structure to ensure it advances IDEA values within the entire sector and pushes the sector forward.

SMART Objectives:

- Increase representation of BIPOC fundraisers in Public Policy and Advocacy efforts, including representation on AFP-MN Public Policy Committee. Goal: at least one third of representation on the committee is BIPOC.
- Ensure any public policy agenda created is analyzed through a racial equity lens by the Executive Committee, and potentially even outside experts on racial equity in policy.
- Study issues affecting marginalized communities within the nonprofit/philanthropic sector. Create a running list of these issues to regularly consult and determine topics on which AFP-MN can advocate for public policy changes.
- Explore a “Day on the Hill” model for philanthropy/nonprofits. Advance if appropriate.

Committee(s) Responsible: Public Policy, Executive

Goal Four: Increase accessibility to AFP learning, content, resources, and membership.

SMART Objectives:

Note: Revisit all of these SMART Objectives once the Revenue Task Force has met. We acknowledge that the RTF's work may change these Objectives.

- Explore creating an on-ramp to full membership, with various educational and mentoring opportunities (including various levels of pricing based on level of engagement, ex: \$100 for three education sessions/webinars, etc.).
- Explore developing a scholarship program specifically for board members of AFP-MN, so that we never miss out on great board members due to financial issues.
- Continue the IDEA Fellowships program (including half-price membership in the Year Following Fellowship).
- Explore creating a separate, named scholarship program for BIPOC fundraisers.
- Continue scholarships program; increase promotion of program; increase number of scholarship recipients by 20% by 2023.
- Bring a motion to the board to approve writing a formal request to AFP Global to decrease Global membership costs, in order to increase accessibility, including potentially organizing other chapter leaders to sign on to the request.
- Create measurable goals for recruiting BIPOC mentors, then execute to meet those goals.

Committee(s) Responsible: Membership, Education, IDEA, Executive

Goal Five: Integrate IDEA values in all resource development work and raise funds to implement the strategic transformation of the organization into an IDEA-focused organization.

SMART Objectives:

- Strengthen the sustainable funding stream for implementing IDEA values within AFP-MN, including dedicated funding for the IDEA Fellowship (ex: a monthly giving program).
- Secure multi-year and big-dollar funding that generally supports IDEA values implemented throughout the organization.
- Develop transparent opportunities for prospective sponsors that aim to accurately value the benefits we are offering. This may involve consulting with experts in valuation.
- Develop revenue/cost-sharing/sponsorship partnerships with like-minded organizations (such as CCF, MCN, etc.) around advancing IDEA values within nonprofits/philanthropy.
- Diversify sponsorship benefits to allow for new sponsors to support chapter work.
- Recognize sponsors who support through gift-in-kind donations or discounts, to offer a more equitable and accessible way for local businesses to show support for AFP-MN's work.
- Develop a Gift Acceptance Policy and possibly a Vendor Policy for AFP-MN that will guide our resource development efforts by the end of 2021.

Committee(s) Responsible: Resource Development, IDEA, Executive

Goal Six: Integrate IDEA values into every aspect of the AFP-MN organization.

SMART Objectives:

- IDEA representatives meet at least once a year with each committee.
- All board and committee meetings begin with a grounding IDEA statement/activity (could include an article people pre-read and discuss in the meeting).
- Board holds at least one IDEA-related retreat each year.
- Board continues the growth process with the IDI, retaking the assessment every other year and actively monitoring our development as an organization.
- Annual mid-year board review of progress implementing IDEA values.
- All committees must have two to three IDEA-related goals each year.

Committee(s) Responsible: Executive

DASHBOARD METRICS FOR THE EDUCATION PILLAR:

TBD



Pillar: Provide Relevant and High Quality Fundraising Education

Goal One: Ensure diversity in education sessions by articulating an equity, justice, anti-racist lens for each planned education event.

SMART Objectives:

- The diversity of our presenters will reflect the broader nonprofit community by the end of 2021.
We will specifically measure:
 - a) 100% of panels will include BIPOC representation
 - b) 50% of individual presenters for education sessions will be BIPOC

Committee(s) Responsible: Education, IDEA

IDEA: We understand racism is systemic. To eliminate it, we need to take systemic anti-racist action. We commit to diversifying representation in our field. We commit to building power and agency for BI-POC fundraisers to guide all aspects of AFP's work.

Goal Two: Deliver content in a variety of formats that is accessible, impactful, and valuable to members and potential members based on on-going feedback collection from participating and non-participating members and the community (prospective members).

SMART Objectives:

- By the end of 2023 the diversity of our attendees will reflect our broader nonprofit community.
- 50% of participants attend five or more of our education sessions over the next three years.
- 85% of survey respondents report that education sessions are accessible, impactful and valuable.
 - a) Survey tool to be re-developed to ensure accessibility, impact and value are measured.
 - b) Measures of access, impact and value are assessed the same by white and BIPOC participants.
- By the end of 2021 we have assessed and developed a system for ongoing collection of feedback from fundraisers about their professional development needs.

Committee(s) Responsible: Education

IDEA: We commit to diversifying representation in our field. We commit to building power and agency for BI-POC fundraisers to guide all aspects of AFP's work. We recognize that "best practices" are not "best" for everyone and contributes to systemic racism in our field.

Goal Three: Leverage education sessions to garner support and resources for the chapter and build community engagement by collaborating with other committees and outside groups.)

SMART Objectives:

- 50% of sessions will be planned with another committee and/or outside partner.
- By November 1, 2021, there is a complete education slate for 2022 so that resources and participant engagement can be generated early. Repeat this schedule each year.

Committee(s) Responsible: Education, Resource Development, IDEA

IDEA: We commit to diversifying representation in our field. We commit to building power and agency for BI-POC fundraisers to guide all aspects of AFP's work.

DASHBOARD METRICS FOR THE EDUCATION PILLAR:

- 1) Diversity of presenters
- 2) Diversity of attendees
- 3) Survey measures of access, impact, value



Pillar: Champion Ethical Fundraising Practices

Goal One: National Philanthropy Day Award honorees will represent exceptional, ethical philanthropic work and a sustained commitment to advancing BIPOC communities.

SMART Objectives:

- NPD awards applications will have questions related to how nominees demonstrate sustained commitment to advancing equitable communities; 100% of nominees must respond in order to be included.
- NPD nominees will be reviewed for how well they demonstrate AFP MN chapter values.
- Intentionally recruit awards committee members who represent the diversity in our broader nonprofit community.

Committee(s) Responsible: NPD

IDEA: We recognize that "best practices" are not "best" for everyone and contributes to systemic racism in our field.

Goal Two: Empower fundraisers to build mutually beneficial and respectful relationships with the people in the communities that we serve

SMART Objectives:

- Educate on how to safeguard vulnerable populations.
- Empower fundraisers with an understanding of ethical storytelling.
- Provide educational resources and support for fundraisers with responsibilities for donor relationship building.
- Empower fundraisers to directly address inequities as they arise:
 - Provide resources on how to avoid deficit based language.
 - Provide resources on how to respond to racist/inappropriate comments.
 - Create a forum/resource group for members seeking guidance and support in response to racist, inequitable, or inappropriate comments.

Committee(s) Responsible: Education, Communications

IDEA: We believe that equity is everyone's responsibility in this organization.

Goal Three: Define and champion ethical practices in the course of fundraising

SMART Objectives:

- Celebrate and promote ethical fundraising education by weaving it into each education session and communications. Use interactive opportunities at events such as poll questions.
- Leverage content from IHQ to inform local audiences.

Committee(s) Responsible: Education, Communications

IDEA: We believe that equity is everyone's responsibility in this organization

Goal Four: Promote ethical principles for hiring and compensation practices

SMART Objectives:

- Require salary range on AFP MN job postings.
- Promote related aspects of the Code of Ethics.
- Raise awareness of and solutions to the gender pay gap and advance gender equity.
- Raise awareness of biased hiring practices.

Committee(s) Responsible: Education, Resource Development, Communications

IDEA: We commit to diversifying representation in our field.

DASHBOARD METRICS FOR THE ETHICS PILLAR:

- 1) Share at least ten ethics resources from IHQ over the course of the year
- 2) Produce at least one dedicated ethics session



Pillar: Increase Capacity and Strengthen Community

**Capacity is defined as our Chapter's internal ability to fulfill its goals, and community is defined as the broader nonprofit community.*

Goal One: Match our board and membership to reflect the nonprofits and the communities we serve

SMART Objectives:

- 25% or more people who are engaged with AFP-MN are part of the BIPOC community by the end of 2021.
- 50% of AFP-MN members will have completed some part of their demographic information on AFP-Global website by the end of 2021.
- Create a pipeline strategy that engages underrepresented fundraisers in AFP-MN, with progression from chapter participation, to membership, and then to the board.

Committee(s) Responsible: IDEA, Education, Directorship, Membership

IDEA: AFP-MN seeks to be an association represented by our community's rich array of experiences and cultures

Goal Two: Member value/financial sustainability: Align our membership model and financial model to bring the greatest benefit to the fundraising community.

SMART Objectives:

- Create a taskforce to develop recommendations by December 31, 2020 that will bring alignment between our membership and financial model.
- Implement the board approved alignment solutions over the course of 2021, to be fully implemented by December 2021.

Committee(s) Responsible: Membership, Education, Resource Development

IDEA: We believe that equity is everyone's responsibility in this organization

Goal Three: Create processes of board development and internal collaboration to increase AFP-MN's capacity and strengthen our community.

SMART Objectives:

- Offer a transparent selection process for new board members.
- Develop strategies to fully engage all board members in board meetings.
- Create clear succession plans for all leadership positions that are founded on IDEA values.
- Restructure executive committee meetings to center on collaboration across committees to advance a cohesive strategy, programming, and message.

Committee(s) Responsible: Directorship, Executive

IDEA: We seek to create processes and procedures that ensure engagement, equitable representation, and meaningful participation in leadership and influence at all levels of the organization.

Goal Four: Use our power as an association of fundraisers through advocacy and action to benefit the nonprofits where we work and constituents we serve.

SMART Objectives:

- Build partnerships with organizations (e.g.s., MCN, YNPN, MPGC) relevant to fundraising and philanthropy to increase our influence and impact.
- Create and distribute an advocacy toolkit to engage fundraisers and give them the skills and confidence to advocate for issues that benefit the nonprofit community and constituents.
- Dedicate one education event a year to be done in collaboration with partner organizations, focused on the strategies, tactics, and benefits of engaging in advocacy through their organizations.

Committee(s) Responsible: Policy, Education, Membership

IDEA: We understand racism is systemic. To eliminate it, we need to take systemic anti-racist action.

DASHBOARD METRICS FOR THE CAPACITY AND COMMUNITY PILLAR:

1. Track/report on demographics of board and chapter members quarterly
2. Track/report on key initiatives being pursued in collaboration with partner organizations.
3. Track/report progress on implementation of key recommendations of AFP-MN Business Model Taskforce.