MCF Board Ends*

Mission
To enhance the common good through philanthropy

Vision
Greater Madison will be a vibrant and generous place where all people thrive

Values
- Integrity: We create trust by acting with transparency
- Generosity: We inspire giving to improve our world
- Effectiveness: We identify opportunities, align actions and produce results
- Permanence: We build endowments to create a legacy for the future
- Equity: We advance fairness, inclusion and respect

Grantmaking
MCF’s grantmaking will support opportunities to strengthen innovative and/or high-performing nonprofits, and invest in the initiatives, natural and cultural assets that create a thriving community. Growing Community Impact and Field-of-Interest assets will be utilized to provide grants in five focus areas that improve the quality of life for residents in greater Madison:
- Arts & Culture: Grants build and support Dane County's vibrant arts scene.
- Capacity Building: Grants strengthen the infrastructure and long-term impact of Dane County nonprofits.
- Community Development: Grants enhance the quality of life by strengthening the unique natural and cultural assets found in Dane County, investing in neighborhoods, enhancing equity and building bonds among residents.
- Environment: Grants preserve natural spaces by supporting conservation, restoration, education and policy-making.
- Learning: Grants support public K-12 academic achievement and learning, out-of-school-time programs, GED-equivalent and transition-to-adult programs.

Fund Development
MCF staff will work with donors, and nonprofits connected to greater Madison, to facilitate philanthropy:
- Donors will be supported in their giving, educated about the nonprofit community in Dane County, and encouraged to create and grow funds at MCF.
- Nonprofits will be encouraged to create and grow funds at MCF, and mentored in doing so.

Investment and Operations
- MCF endowments will be invested to provide sufficient returns to cover costs, inflation and distributions.
- MCF operations will be carried out in an efficient and professional manner to achieve all Ends*.

*Ends statements prioritize what benefit is provided, and for whom. Ends may be explicit (above) or implicit (by setting policy).
Madison Community Foundation Strategic Plan 2019-2023

I. Strengthen Awareness of, Appreciation for, and Affinity to MCF's Value and Impact

Lead: Communications / Becki Fiegel

Future State: MCF expands its reach and is recognized as the premier philanthropic institution in Dane County. Donors take pride in and appreciation for being part of $millions in annual giving.

A. Simplify and improve message consistency
   1. Build suite of collateral with core (all audiences) and specialized (target audiences) materials
      a. Create general MCF collateral
         i. Emphasize MCF’s services and advantages
         ii. Highlight MCF’s value beyond grantmaking (leadership in the field, Community Resource Initiative, etc.)
      b. Create professional advisor collateral
      c. Create donor advised fund collateral
      d. Create planned giving and legacy society collateral
      e. Create Community Impact and Field of Interest grantmaking collateral
      f. Create Family Foundations collateral
   2. Identify optimum communications channels for core and target audiences
   3. Assess effectiveness through brand equity survey - evolving questions to reflect priorities (e.g. Community Resource Initiative)

B. Build internal system for “create once, play everywhere” message delivery strategy
   1. Build annual communications calendar around community impact grantmaking; connect current and prospective donors / fundholders to it as part of the donor engagement stewardship plan
   2. Create 3-5 simple, prioritized MCF value proposition talking points for board and staff:
      i. Strengthen the “culture of philanthropy” within MCF
      ii. Align messages and provide repeat exposure
      iii. Establish and use common MCF nomenclature and communication style guide
   3. Engage community leaders in championing the unique value of MCF
   4. Explore annual thematic messaging

C. Increase frequency of messages to target audiences (advisors, fundholders, donors)
   1. Invest more money in communications / prioritize resources based on potential of each audience
   2. Explore the opportunity to work with a consultant to develop a marketing plan
   3. Develop baseline measure of unaided awareness and other key metrics
II. Strengthen MCF Asset Development

II.A. Identify, Prioritize and Grow Relationships with Fundholders & Donors

Lead: Donor Engagement/ David Koehler
Future State: Fundholders and Donors count on MCF to fulfill their philanthropic goals. They feel appreciated, know they are making an impact and give to MCF.

A. Strengthen donor engagement systems, planning and practices
   1. Develop and implement comprehensive plan to steward all constituent groups
   2. Restructure system to manage donor and prospect relationships
   3. Connect fundholders, donors, family and corporate foundations to MCF grants (e.g. Explore opportunities for group and individual site visits); encourage co-funding initiatives
   4. Re-engage past board members

B. Strengthen relationships with Fundholders
   1. Differentiate the needs and opportunities related to individual fundholders from those for agencies
      a. Individuals:
         i. Survey Individual fundholders to learn more about philanthropic interests, legacy plans, desired services and willingness to give to MCF-directed funds (Priority (unrestricted); Community Impact and Field-of-Interest).
         ii. Develop and implement succession plans to serve fundholders and grow MCF endowments
         iii. Transition donor relationships related to scholarships to donor engagement staff
         iv. Identify and articulate benefits and services available to individual MCF fundholders
         v. Focus on growth of existing endowments and recruitment of new large fundholders
      b. Agencies:
         vi. Survey nonprofit fundholders to learn more about desired services, goals for endowment building and opportunities for collaboration with MCF
         vii. Identify and articulate benefits and services available to agency MCF fundholders
   2. Engage fundholders in annual and legacy giving to endowments

C. Build relationships with Donors
   1. Recognize donors for their support of MCF
   2. Explore MCF opportunities to serve and engage family foundations
   3. Explore opportunities to engage entrepreneurs and their employees

D. Grow legacy program
   1. Connect with Legacy Society members regularly
   2. Ensure Legacy Society members have opportunities to update legacy plans
   3. Promote opportunities to discuss, engage in legacy giving among constituents
   4. Strengthen planned giving programs of nonprofits committed to endowment growth

E. Improve our business model implementation
   1. Review / update fund fees, minimums and policies
   2. Implement New Fund Acceptance Committee to consider each new fund
   3. Formalize philanthropic advisor model across departments
   4. Strengthen MCF’s database
      a. Add prospective donors
      b. Create cross-departmental taskforce to identify refinements
   5. Explore new product to offer spendable donor advised funds
II.B. **Develop a Comprehensive Professional Advisor Engagement Strategy**

*Lead:* Donor Engagement/ David Koehler  
*Future State:* Professional advisors recognize MCF as a key partner in helping them with their clients, and refer more clients to MCF.

A. Grow MCF database of advisors, differentiating between types of advisors and target audiences  
B. Develop ways to engage and recognize advisors  
C. Reduce barriers for advisors to recommend MCF; explore third-party asset management  
D. Identify and share value of partnering with MCF’s staff as philanthropic advisors  
E. Maximize opportunities related to the generational transfer of wealth

II.C. **Increase Gifts to Priority (Unrestricted), Community Impact (CI) and Field of Interest (FOI) Funds**

*Lead:* Donor Engagement/ David Koehler  
*Future State:* MCF CI and FOI funds become the fastest growing funds at MCF.

A. Connect donors to impact of MCF grantmaking  
B. Use appeals as opportunities to introduce next-generation donors to MCF  
C. Identify targeted, donor-driven opportunities for major gift fundraising  
D. Seek challenge matches to incentivize giving to MCF-directed endowments
III. Increase and Measure Impact

Lead: Community Impact / Tom Linfield

Future State: We understand and are able to demonstrate our impact in the Community

A. Pursue an intentional grant process emphasizing measurable outcomes in MCF focus areas
   1. Proactively pursue and support major grant initiatives ($500,000-$1million)
      a. Explore catalytic grants
      b. Explore major endowment challenge grants
   2. Identify and develop impact indicators for grantmaking
      a. Engage consultant(s) to develop meaningful measurement systems
      b. Develop shared metrics that match the desired, long-term goals of grant recipients
      c. Develop capacity building measures for nonprofits whose capacity we build
      d. Provide annual written summary of grant outcomes to board and staff
      e. Gather and overlap city/county plans by MCF focus area
      f. Identify and support opportunities for collective impact

B. Convene and collaborate with key stakeholders to identify needs and opportunities
   1. Convene and fund dialogue and collaboration among nonprofits with similar initiatives
      a. Identify, research and prioritize community needs by MCF focus area
      b. Convene nonprofits and community leaders to align actions and advance initiatives that address those needs
      c. Identify measures of success with each initiative
      d. Share findings with donors and other funders
   2. Convene family foundations to discuss collaborative opportunities
   3. Identify and develop co-funding projects with peer foundations
      a. Identify themes that emerge across conversations
      b. Develop system for funders to share co-funding interests
   4. Research grants available to MCF from funders within and outside Dane County
   5. Consider funding activities that influence City, County and/or State policy; or approach “impact” with a broader lens than grantmaking alone

C. Enhance the efficiency and effectiveness of local nonprofit organizations
   1. Assess nonprofit capacity building needs / MCF's role in meeting those needs
      a. Consider advanced professional development opportunities for nonprofit leaders
      b. Emphasize and fund agency mergers and collaboration
      c. Consider creating a nonprofit best-practices “certification” program
   2. Strengthen MCF Fundholder series
      a. Assess the benefits of being an MCF fundholder

D. Create MCF response plan for local disasters
IV. **Research, Learn and Share Information About Our Community**

*Lead:* Community Impact / Tom Linfield  
*Future State:* MCF has deep knowledge and impact in the nonprofit community. It is recognized externally by donors and nonprofits for its expertise.

**A. Increase and communicate knowledge of the nonprofit field in Dane County**

1. Enrich MCF understanding of new nonprofits – when do they bring innovation vs. redundancy  
2. Identify organizations measuring impact / collaborate  
3. Connect more people to Greater Madison Nonprofit Directory  
   a. Increase and measure donors', fundholders' and nonprofits' use of the database  
   b. Increase expansion of nonprofit profiles in the database  
   c. Explore growth and next-level investment in Nonprofit Directory

**B. Increase and communicate knowledge of community demographics, issues and opportunities**

**C. Increase knowledge of best practices in the nonprofit field**

1. Work with national agencies to research best practices  
2. Connect nonprofits to resources  
   a. Build out MCF website with grant resources and professional development links  
   b. Explore and develop consulting relationships/opportunities for nonprofit capacity building

**D. Educate entire MCF team about local nonprofit community**

1. Create calendar and mechanisms to share both grant awards and impact  
2. Schedule regular meetings with communications and donor engagement staff to identify storytelling opportunities
V. Manage Our Investments  
**Lead:** Operations / Carmen Jeschke  
**Future State:** To produce returns in the top quartile of performance relative to community foundations with similar asset compositions.

A. MCF endowments will be invested to provide sufficient returns to cover costs, inflation and distributions.

VI. Develop and Engage MCF Board of Governors  
**Lead:** President / Bob Sorge  
**Future State:** MCF Board is proactively involved in the growth of assets and impact of MCF in the community

A. Develop an annual Board agenda that reflects MCF's priorities each year  
1. Connect the agenda to the strategic plan  
2. Educate the Board  
   a. Repeat information shared at board orientation to strengthen understanding  
   b. Raise awareness of best practices implemented in the community foundation field  
   c. Engage community and nonprofit leaders to inform Board of issues and opportunities  
3. Orient dashboard to strategic plan goals and metrics that indicate MCF impact

B. Engage the Board in growing MCF  
1. Strengthen the Board's working knowledge of MCF's value proposition  
2. Share MCF success stories; connect Board to grants through site visits and other opportunities  
3. Facilitate introductions and recruit people for events  
4. Expand the commitment pledge to provide more opportunities that align with individual skills
VII. Increase Staff Efficiency, Effectiveness and Morale

Lead: President & CEO / Bob Sorge
Future State: MCF is a workplace of choice: high-performing, efficient, effective and known for its service excellence

A. Strengthen Staff
   1. Increase donor engagement staff
   2. Expand diversity
   3. Identify individual professional development goals (e.g. philanthropic advisor training)
   4. Complete bi-annual staff survey

B. Improve Culture
   1. Develop better interdepartmental collaboration
      a. Build off 75th momentum – reflecting internal alignment and external visibility
      b. Identify and include staff whose perspectives are essential to each project
   2. Demonstrate respect (e.g. acknowledge internal and external communications (email))
   3. Foster debate – then align and support the decision
   4. Define and support work-life balance
   5. Consider new benefits
   6. Explore employee wellness/well-being initiative
   7. Celebrate success – create a calendar of fun, team-building activities
   8. Provide on-going diversity and inclusion training and engagement

C. Streamline and Improve Systems
   1. Complete reorganization of S:/drive; ensure common and consistent use by staff
   2. Develop succession planning for all positions / continuity across MCF
   3. Create and use systems that ensure cross-departmental communication
      a. Develop an annual calendar that integrates/balances work flow across departments
      b. Articulate processes and procedures for each department in writing
   4. Create staff agendas that provide for regular trainings
      a. Develop an annual staff agenda that reflects MCF’s priorities each year
      b. Have departments lead staff meetings; sharing practices and current projects
      c. Build software and systems competence (Grantsedge; F:/drive; Raisers Edge)

D. Improve prioritization of projects, time and resources
   1. Educate staff on strategic plan, mission, vision, values and Board Ends
   2. Assess initiatives against strategic plan priorities – eliminating those that are not aligned
   3. Identify metrics that incent the right actions relative to MCF goals
   4. Identify project managers for cross-departmental initiatives
What is beyond our current priorities, resources and capacity?

1. Impact Investing
2. Recruiting corporate funds
3. Promoting Acorn funds
4. Providing direct service programs
5. Starting new nonprofit programs
6. Developing an administrative endowment campaign
7. Recruiting more agency funds
8. Developing a new entrepreneur 1% equity for charity program
9. Organizing and promoting new giving circles
10. Developing digital media platforms for giving
11. Proactively connecting with inactive funds to convert them to MCF-directed endowments