

National Credit Union Foundation Strategic Plan

2022 – 2024

Progress report for 2021

What we did well:

- The Foundation's cash and investment reserves increased by 8%, from \$9,516,110 on December 31, 2020 to \$10,311,247 as of October 31, 2021.
- The net assets of the Foundation during the same timeframe also grew by 7% from \$9,472,414 to \$10,139,006.
- Professional and engaging delivery of DE three times during 2021. Meeting increased demand for DE and Exploring Why sessions through a re-imagined delivery of Foundation branded content to be piloted in 2022.
- Successful virtual Foundation Dinner, netting \$314,699 in revenue.
- Successful pilot of a Biz Kid\$ National Showcase with a winner connected to the RMJ Foundation.
- We added new talent to our team that continues to build on the expertise required to execute on our strategy including André Parraway, Sam Plester, Tobi Weingart and Michelle Christie.
- Extensive involvement in CUNA's Financial Well-being for All project, leading the strategy team, several system convenings, conversations, focus groups and work groups all with the North Star of continuing to normalize "financial well-being for all/financial wellness" into the mainstream conversation in our movement.
- We've received clean audits, a renewed highest BBB rating and implemented efficiencies in state registration processes and invoice processing.

Our “why”

Our Purpose	To catalyze improvement in people’s financial lives through credit unions
Our Vision	Making financial freedom achievable through credit unions
Our Values	Connect People with Possibilities * Lead with Passion * Honor Commitments * Uphold Transparency * Drive Progress

Our “what”

	Ignite	Inspire	Respond
Goal	Ignite credit unions to place employee, member, and community financial well-being at the center of their strategy.	Inspire credit unions to leverage their cooperative values to reinforce an organizational culture that empowers and motivates employees.	Respond when disaster strikes and help credit unions increase their business resiliency through the cooperative value of "people helping people."
Achieved by	Funding catalytic grants, holding convenings, offering resources, case studies, and tools to ignite credit unions to center their strategy on financial well-being for all.	Celebrating, developing, and helping retain talent at credit unions by offering education and engagement opportunities that align purpose with action.	Assisting credit unions, their employees and volunteers to continue serving members when disaster strikes through on ongoing fundraising, grant making, and resources.

Our “how”

People and Processes	Financial Accountability	Deepening Relationships	Programmatic Evolution	Leading from the Front
Investing in our talent and technology to maximize our efficiency and impact.	Ensuring each employee understands how they influence the financial performance of our organization, while upholding the highest investment and accounting practices.	Understanding the individual needs of our stakeholders. Meeting them where they are with the right tools, support and resources to affect change in their organizations.	Continuous improvement of our programmatic offerings, their delivery, scalability and impact.	Identifying opportunities for change; corralling and providing support – including financial – and advocating for action.

Strategic Plan: 2022-24

Big Rock	What is the problem or need?	What's the opportunity?	What is our big vision for result/impact?	Goal	Who leads?
Sustainable scaling of programming	<ul style="list-style-type: none"> There is a growing demand for organizations to embrace a purpose-driven culture that centers on cooperative principles, values and empathy. Credit unions and system partners want to send more employees through DE than what is currently possible. There is an increasing demand for our Exploring Why workshops. Several organizations want additional workshops annually and/or want the ability to use and deliver our content via their own training staff and platforms. 	<ul style="list-style-type: none"> Develop a holistic strategy to scale our program work without (a) adding new staff or (b) increasing the travel and time spent by existing staff to deliver training. This approach may include the licensing of our content, train-the-trainer components, and other methods to allow for credit union employees to deliver our programming on our behalf while still generating revenue for the Foundation. 	Every credit union professional is either a DE or has experienced our Exploring Why training in order to drive forward cooperative principles, values and action.	IGNITE INSPIRE	CH
Long-Term Funding	<ul style="list-style-type: none"> Each year we spend time and resources fundraising to sustain our annual operating budget. This hinders our ability to focus on new growth opportunities for giving. Sustaining operations is not a compelling ask. 	<ul style="list-style-type: none"> Secure multi-year commitments from donors. Determine amount of investment needed to return enough annually to cover operating expenses. Create compelling case statements for an endowment fund and vision for future impact. Reach out to top donors to gauge interest in contributing to an endowment fund. 	Live off the earnings of an endowment fund for operations with all other contributions used to build and scale grants and programs.	IGNITE, INSPIRE, RESPOND	DB
Marketing operations	The marketing and communications function does not have the resources – human, time or financial – to work ineffectively. We must be brutally efficient and intentional in everything we do. Ensuring we are always adding value to our system-wide stakeholders and elevating the Foundation's brand and reputation as a result.	<ul style="list-style-type: none"> Refine our brand framework against our strategic plan and amplify our institutional value-prop. Strengthen the marcomms talent pool and identify and implement systems that will maximize the efficiency of our people and processes. Identify and leverage qualitative and quantitative metrics to measure and manage our brand health. 	Align what we do, how we do it, and how our stakeholders engage with it, through one coherent brand experience, so the Foundation is positioned as <i>the</i> indispensable partner for credit unions and system partners looking to build Financial Well-being for All.	IGNITE, INSPIRE, RESPOND	SP

Strategic Plan: 2022-24

Big Rock	What is the problem or need?	What's the opportunity?	What is our big vision for result/impact?	Goal	Who leads?
Strengthen and scale the CUAid app through partner engagement to ensure security, useability and effectiveness during disasters.	Feeble uptake of the app, wholesale personnel departures from our contractor, and security concerns from one of our funder require us to re-evaluate how and what we deliver in the app.	<ul style="list-style-type: none"> Ensure functionality and security align with funder expectations so more intensive marketing and distribution can occur. Plan for enhancements that meet new needs of SCUF and CUs that have experienced a wide range of disasters. 	Increase the breadth and depth of how we respond and assist the credit union movement when disaster strikes through the hub of CUAid and the CUAid app.	RESPOND	AP
Credit unions placing employee, member, and community financial well-being at the center of their strategy.	<ul style="list-style-type: none"> 166 million consumers are financial vulnerable or coping. Credit unions may not fully understand the changing/changed financial well-being and demographics of their fields of membership. Without that understanding, they can't truly align products, services, coaching and community engagement with the needs of their FOMs. 	<ul style="list-style-type: none"> Credit unions have an opportunity to fully understand the demographics and financial well-being of members to better align products and services to meet consumer where they are. To place credit unions as leaders in addressing the social determinants that inhibit people from living their best financial life. 	Launch a funded, system-wide initiative to build a repository of resources to help credit unions embrace financial well-being for all as a strategy imperative; build readiness to foster credit union cultures centered on financial well-being for all; and a collaboration to identify and test the data within the system that credit unions can use to quantify how they improve the financial lives of members within their FOMs.	IGNITE	GH

Foundation Dashboard

Financials	GOAL	Annual Target	Q1	Q2	Q3	Q4
	Revenue	\$3,490,409				
	Expenses	\$3,564,689				
	Admin Ratio Program Ratio	27% 64%				
	Total Cash: Operating	\$1,800,000				
	Liquidity:	6 months				

Stakeholders	GOAL	Target	Q1	Q2	Q3	Q4
	Donor Retention Rate	83%				
	Brand Health	TBD				

CODE	1 - Off Track	2 -Needs Discussion	3 - On Track	4 - Complete
				

Key Strategic Goals	GOAL	Q1	Q2	Q3	Q4
	Strengthen and scale the CUAid app through partner engagement to ensure security, useability and effectiveness during disasters.				
	Increase the number of individuals that engage with our programming and products by 20%.				
	Increase the number of CUs that manifest improving financial well-being for all as a primary driver of strategy.				

Key Internal Measures	GOAL	Q1	Q2	Q3	Q4
	Nimble usage accountability to increase CRM capabilities				
	Ensure team receives the coaching and training to expand their understanding of DEI, empathy, teamwork and align with their identified growth priorities				