



WOOD RIVER
WOMEN'S
FOUNDATION

2019-2020 Strategic Plan: *Advancing Mission—Building Sustainability*

Peggy Grove, Board President

Terri Bullock & Gail Landis, Strategic Planning Task Force Co-Chairs

Facilitated by

David Alexander, Alexander Resource Strategies

www.alexanderresourcestrategies.com

Wood River Women's Foundation

2019–2020 Strategic Plan:

Advancing Mission—Building Sustainability

The *Wood River Women's Foundation* has enjoyed significant, positive growth since its inception 13 years ago. This women's collective giving community is distinctive in its commitment to being member-driven and volunteer guided. This has been the result of committed, volunteer leaders who have guided the WRWF from its founding to today.

With growth have come both significant opportunities and certain challenges. Achieving WRWF goals with 50 members was much different than today; leaders are called to orchestrate multiple programs, initiatives and functions that have become hallmarks of a near 400 member volunteer organization.

Managing the growth of the *Wood River Women's Foundation* requires wise reflection, realistic planning and sound execution. To this end, the Board of Directors of the *Wood River Women's Foundation* appointed a Strategic Planning Task Force to engage in a broad, well-reasoned strategic planning process. The goal of the process was to yield appropriate direction and specific initiatives to guide the organization forward ***to ensure the long-term fulfillment and sustainability of the WRWF mission.***

The Strategic Planning Task Force sought out and considered a variety of internal and external perspectives, information and opinions to ascertain the organization's current strengths and the path to future progress.

WRWF Strategy Pillars

The Strategic Planning Task Force identified and recommends the use of three Strategy Pillars. These Strategy Pillars should “inform every decision the organization makes and provide the filter or lens through which decisions must be calculated to ensure consistency” and focus. (Lencioni) The Task Force considered the scope of all the *Wood River Women's Foundation* is and does, and identified three pillars to guide the formation and selection of its strategic and operational initiatives.

1. *We are a community of women committed to serving the common good by educating and engaging our members in the philanthropic power of collective giving and volunteer service.*
2. *We are committed to improving the quality of life of the people of Blaine County by providing resources to support the work of the region's nonprofit enterprises.*
3. *We organize, govern and operate ourselves in order to, engage our membership, foster our effectiveness, ensure our sustainability and nurture future leaders.*

2019—2020 Strategic Plan: *Advancing Mission—Building Sustainability*

The Strategic Planning Task Force has carefully considered the opportunities and challenges facing the Wood River Women's Foundation in the near future. The Task Force recommends that for the next two years the Wood River Women's Foundation concentrate its efforts, energies and resources internally, focusing on the following strategic initiatives:

2019-2020 Strategic Initiatives

1. LEADERSHIP DEVELOPMENT—Design and implement the *Wood River Women's Foundation Leadership Development Program* to foster the identification, recruitment and experiential preparation of rising leaders across the organization.
2. STANDARDS OF GOVERNANCE & OPERATION—Establish and employ the *Wood River Women's Foundation Standards of Governance & Operation* to ensure effective operations and sound governance within a volunteer community of mutual support, accountability and transparency.

1. LEADERSHIP DEVELOPMENT RATIONALE:

The WRWF rate of growth calls for an expanding circle of qualified leaders across the organization. These leaders must be drawn from the growing membership, identified, recruited and familiarized with the WRWF Standards of Governance and Operations.

2. STANDARDS OF GOVERNANCE & OPERATION RATIONALE:

As the WRWF continues to grow in membership, scope of interest and size of grant resources, it is imperative that the WRWF ensure consistency of performance year to year, thus ensuring the organization's ability to fulfill and sustain mission. WRWF Standards of Governance & Operation must be developed to guide the board in its fiduciary, strategic and generative roles, while also fostering operational effectiveness, communication and accountability at all organizational levels.

2019—2020 Strategic & Operational Initiatives

The two Strategic Initiatives will be achieved by following a common path of progress. Detailed Operational Initiatives must be identified, sequenced and implemented to mark this path. This is where success lies. Across the next two years, the week-to-week, month-to-month and quarter-to-quarter focus of the board, its officers, committee chairs and committee members must go beyond doing their regular work, and encompass the work of implementing the operational initiatives necessary to achieve strategic ends.

2019-2020 Strategic Initiatives

1. LEADERSHIP DEVELOPMENT

Design and implement the Wood River Women's Foundation Leadership Development Program to foster the identification, recruitment and experiential preparation of rising leaders across the organization.

2. STANDARDS OF GOVERNANCE & OPERATION

Establish and employ the Wood River Women's Foundation Standards of Governance & Operation to ensure effective operations and sound governance within a volunteer community of mutual support, accountability and transparency.

Operational Initiatives

The Board of Directors of the *Wood River Women's Foundation* has adopted two strategic initiatives for 2019—2020. These two internally focused macro-initiatives will be complemented and realized by pursuing the following sequence of operational initiatives.

APRIL—MAY—JUNE 2019

- **Establish Governance, Operation & Leadership Steering Committee**
- **Appoint Three Sub-Committees within the Steering Committee.** These three subcommittees pursue their respective roles in developing the processes and protocols necessary to develop the Standards of Governance and Operation and the establishment of the Leadership Development Program:
 - Governance
 - Operation
 - Leadership
- **Review and Revise the WRWF Bylaws & Board Policies**
 - Align Officers and Chairs Terms of Service—Governance Committee
 - Examine WRWF Board Officer Roles
 - President—Governance
 - Vice President—Operation
 - Vice President—Leadership
 - Explore New Standing Committee: Leader Development Committee
 - Explore Expansion of Executive Committee Membership and Charter
 - Outline Manner and Means of Mutual Accountability Within the Board
- **Develop Leadership Profiles—Via Leadership Sub-Committee**
 - Board Officers
 - Committee Chairs
- **Communicate Strategic Plan to WRWF**
 - Develop Communication Strategy
 - Highlight Elements of Positive Change

JULY—AUGUST—SEPTEMBER 2019

- **Governance Sub-Committee**
 - Refine Officers and Chairs Roles and Responsibilities and Committee Charters:
 - Executive Committee
 - Communication: Marketing/PR, NewsBrief, Social Media, Web
 - Education
 - Events
 - Finance
 - Governance
 - Grants
 - Leadership Development
 - Membership

- **Operation Sub-Committee**
 - Chronicle Annual Operational Dimensions of each Committee and Subcommittee:
 - Identify Processes and Procedures
 - Create Committee Calendars
 - Create Master Calendar

- **Leadership Sub-Committee**
 - Receive Leadership Profile
 - Identify and Track Leadership Roles Across WRWF
 - Examine Board Officer and Committee Chair Leadership Identification Capacity—
Skills/Interest Inventory, etc.

- **Executive Committee Assumes Its Expanded Role**

- **Communicate Strategic Plan Progress at Annual Meeting**

OCTOBER—NOVEMBER—DECEMBER 2019

- Governance
 - Finalize Board Policy Manual with all Steering Committee work
 - Executive Committee Becomes a Policy and Planning Council Guided by President
- Operation
 - Create Organization-wide Operation Manual
 - Create Committee Specific Operation Manuals
 - Committees Establish Annual Plan of Work for 2020
 - Operation Council convenes (All Committee Chairs on Board of Directors) Guided by VP Operations
- Leadership
 - Leadership Development Committee Formed, assumes role of Leadership Development Program Guided by VP Leadership
- Communicate Strategic Plan Progress to Membership

JANUARY—FEBRUARY—MARCH 2020

- Governance
 - Change Management Champions Identified
- Operation
 - Operational Orientation Modules Developed for Committee Chairs and Their Rising Leaders
- Leadership
 - Leadership Orientation Modules Developed for Rising Leaders

APRIL—MAY—JUNE 2020

- Governance
 - Communicate Across WRWF Standards of Governance & Operation and the Leadership Development Program
- Operation
 - Conduct Operational Orientation for New Committee Chairs, Rising Leaders
- Leadership
 - Conduct Leadership Orientation with those Identified as Rising Leaders

JULY—AUGUST—SEPTEMBER 2020

- Governance
 - Begins to Focus on Strategic Plans for 2021 and beyond
- Operation
 - Study to Prepare Committee Work Plans
- Leadership
 - Nominate Board Officers and Committee Chairs
 - Place Rising Leaders in Appropriate Committees

OCTOBER—NOVEMBER—DECEMBER 2020

- Governance
 - Convene and Conduct Strategic Planning for 2021+
- Operation
 - Standing Committees Establish and Execute Plans of Work for 2020/2021
- Leadership
 - Leadership Development Committee Establishes Plan of Work for 2020/2021

WRWF Mission & Values Task Force

In addition to the pursuit of our Strategic Initiatives, the Strategic Planning Task Force recommends the President's Council function as a Mission & Values Task Force to review and revise the WRWF Mission, identify and declare the essential WRWF Values and present them to the WRWF Board of Directors for adoption in 2019.

WRWF Grant Principles, Protocols and Practices Report

The Strategic Planning Task Force recommends the Grants Committee complete its process of revising and refining its principles, protocols and practices and report them to the WRWF Board of Directors in 2019.

Keys & Barriers to Success

The Strategic Planning Task Force has identified several elements, both positive and negative, that must be addressed and considered when orchestrating plans to fulfill the 2019—2020 Strategic Initiatives. These are:

Keys to Success

- Communicate the Need and Rationale for Shift in WRWF Operation, Governance & Leadership Practice
- Leverage the Experience of Former Presidents and Board Members
- Clearly State the Strategic Planning Rationale to Achieve Long-term Effectiveness & Sustainability
- Develop Concrete, Realistic Deliverables (S.M.A.R.T.)

Barriers to Success

- Current Leadership Capacity
- Talent Pool Within Membership Inadequately Tapped
- Tendency to Lose Focus and Momentum
- Potential Lack of Commitment to Pursue Cultural Change
- Plan Perceived as Too Prescriptive or Too Restrictive