F. M . Kirby Foundation

Proposed Strategic Plan 2022 – 2026

Twin Engines: Stewardship & Entrepreneurship

Domain #1: Board Governance & Development

* OBJECTIVE #1: Successfully on-board new Directors, continue 5th generation orientation, and prepare for 6th generation orientation
* OBJECTIVE #2: Strengthen cybersecurity across organization
* OBJECTIVE #3: Develop community advisory boards for Durham, Morris County, Adirondacks
* OBJECTIVE #4: Implement new Board governance tools

Domain #2: Organizational Effectiveness

* OBJECTIVE #1: Embed professional development and continuous learning within our practice
* OBJECTIVE #2: Prepare for staff transitions and build capacity for strategic plan projects
* OBJECTIVE #3: Evaluate needsand implement new online grants management system, including online application portal
* OBJECTIVE #4: Empower program officers to become “entrepreneurs” of respective dockets
* OBJECTIVE #5: Create new website & enhance communication procedures

Domain #3: Finance & Investments

* OBJECTIVE #1: Introduce new advisory member of investment committee
* OBJECTIVE #2: Develop on-going learning opportunities for Investment Committee meetings
* OBJECTIVE #3: Explore opportunities for ESG investments or strategic program-related investments
* OBJECTIVE #4: Streamline accounting processes to reduce paperwork

Domain #4: Grants Program

* OBJECTIVE #1: Utilize grantee perception report to enhance relationships with grantees and deepen impact
* OBJECTIVE #2: Refresh format and criteria for evaluation of grant applications
* OBJECTIVE #3: Promote “social entrepreneurship” and capacity building through “Engine 2” selective grants program
* OBJECTIVE #4: Extend and expand work of Diversity & Justice Initiative to better understand and serve historically disadvantaged populations
* OBJECTIVE #5: Foster more collaboration and coordination among grantees, fellow funders, and other sectors