

SV2



# 2014-2017 STRATEGIC PLAN

# EXECUTIVE SUMMARY

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In 2013, the Silicon Valley Social Venture Fund (SV2) Board of Directors identified that with its 15-year history, new leadership, and rapid partnership growth, SV2 faced an important inflection point. This document represents the product of the resulting nine-month strategic planning effort led by a 12-person Working Group of SV2 Board members. The comprehensive reflection and planning process included a detailed scan of SV2's organization and broader environment – a review of developments in the field, past and current Partner experiences, and anonymous feedback from SV2 Grantees – as well as analysis of SV2's current operational and financial model. These and other data informed a series of strategic choices about SV2's future direction.

## SV2's Approach to Social Change

Silicon Valley continues to be an engine of tremendous wealth creation, leading to new generations of potential givers. The region also continues to lead in innovation, both in the private sector and in the realm of social ventures.

As a result, our **vision** is one in which everyone in Silicon Valley makes social responsibility a priority, harnessing our region's culture of innovation and capacity for giving, to tackle the most pressing social challenges we face at home and around the world.

**SV2's mission** is to bring together the resources and talents of the Silicon Valley community in support of promising social ventures to achieve measurable impact.

The SV2 community's **core values** include: impact, experiential learning, leadership, innovation, and collaborative community. Together, these core values anchor who is attracted to participate in our community and how we approach all of our work together.

## What SV2 Does

SV2 is a rapidly growing community of concerned, engaged citizens, currently totaling approximately 135 Partner households and 230 individual Partners.

SV2 pursues its mission through an engaged giving model with three core lines of work:

### 1. Grants & Investments:

We pool our capital to give financial support to high potential social ventures, working together to identify and fund the most promising organizations

### 2. Beyond-the-Dollars Support:

Many Partners roll up their sleeves and contribute time and expertise in service of Grantees' needs

### 3. Learning Programs:

We offer workshops, speakers, and other opportunities for Partners and Grantees to augment their learning and growth as strategic philanthropists/givers

Since its founding, SV2 has engaged more than 500 adult Partners and 80 teenagers while supporting more than 40 nonprofit Grantees with local and global reach. SV2 has provided its Grantees more than \$4M in direct funding along with follow-on contributions from Partners (often double the SV2 grant dollars) and skilled beyond-the-dollars support.

Recent Partner surveys suggest that approximately three quarters of Partners report that because of their SV2 experience they are more generous in their giving, more strategic and confident in their giving, and more involved in their community. Overall Partner satisfaction levels are high: 99% of current Partners say they would recommend SV2 to others.

## Taking SV2 to the Next Level

Three main goals will drive SV2's evolution and scale our impact further in the years ahead:

### I Increase our social impact through a renewed focus on Grantees and program innovation

#### Strategies:

- Re-focus on Grantees, increasing grants budget over time and aligning our programs to support Grantee impact
- Innovate in our beyond-the-dollars work with Grantees by codifying and scaling expert advisory support from Partners and strategic allies
- Explore and layer in new investment models and cutting-edge tools to finance social change (not only effective grantmaking to nonprofits, but also funding collective impact and networks and experimenting with impact investing)

## II Grow and strengthen our Partnership while retaining our unique culture

### Strategies:

- Develop a more targeted approach to recruiting in service of our impact goals, seeking new perspectives, specific new expertise, and prospective leadership talent of the next generation
- Improve engagement experience of new Partners through proactive onboarding and more varied programs to suit a wider range of schedules and interests
- Develop and retain leaders, both in the Partnership and on the Board
- Improve engagement experience of new Partners through proactive onboarding and more varied

## III Strengthen SV2's organizational capacity with a scalable, sustainable, Partner-powered model

### Strategies:

- Build a scalable collaboration platform to connect our community, capture and curate knowledge, and help measure our progress
- Explore new revenue sources to ensure a sustainable financial model
- Develop balanced Partner and staff leadership model
- Cultivate new strategic alliances to leverage our resources and scale our impact

## What Success Will Look Like

Our success will be defined by specific measures, including:

- *Social impact* – Grantee capacity and service delivery outcomes, and Partner giving and engagement levels
- *Partnership strength* – scale of our Partnership, Partner and Grantee satisfaction, and vitality of our community
- *Organizational capacity* – health of SV2's business model, effectiveness of measurement systems, and presence of new strategic alliances to scale SV2's capabilities and influence

# PART 1:

## METHODOLOGY

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### Project Background

In 2013, the Silicon Valley Social Venture Fund (SV2) Board of Directors identified that with its 15-year history, new leadership, and rapid growth, SV2 faced an inflection point. It was time define a new strategic plan and revisit SV2’s mission, impact goals, and strategies. A Working Group of Board members was created to guide the planning in an inclusive and open process. A project plan and working team were established, consisting of the Working Group (a subset of the Board with other advisors as well), staff, and a consulting team chosen through a competitive bidding process.

### Strategic Planning Working Group

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|--|------------------|---------------------|--|
| ▪ Nancy Heinen<br><i>co-chair, Board chair</i>     | ▪ Lance Fors     | ▪ Diane Parnes      | ▪ Mike White   |
| ▪ Bill Brownell<br><i>co-chair</i>                 | ▪ Alison Elliott | ▪ Kelly Pope        | ▪ Laura Arrillaga-Andreessen<br><i>advising member, SV2 founder and Board chair emeritus</i> |
| ▪ Jen Ratay<br><i>co-chair, Executive Director</i> | ▪ Gina Jorasch   | ▪ Kathy Salmanowitz |  |
|  | ▪ Marcia Pade    | ▪ Rob Schoeben      |  |

### Staff

### Philanthropy Futures team, led by

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|--------------------|------------------------|
| ▪ Elizabeth Dodsen | ▪ Alexa Cortes Culwell |
| ▪ Lisa Van Dusen   | ▪ Travis Culwell       |

The work of the group proceeded in two phases over a 9-month period.

## Phase 1: Environmental Scan.

This first phase focused on understanding SV2's context and opportunity as well as outlining strategic choices. Inputs in the Environmental Scan included:

- More than 30 interviews with field leaders, comparator organizations, and current, past, and potential SV2 Partners
- Research into current and past Partners' experiences as well as ambitions and desires for the organization
- Anonymous Grantee feedback on their experience with SV2
- Financial analysis
- SWOT analysis (strengths, weaknesses, opportunities, and threats)
- Three in-person Partner input sessions in December and February

## Phase 2: Strategic Plan Development.

In this second phase the working team evolved SV2's mission and vision and chose strategic directions to define the new plan, outlining both incremental improvements and new program priorities. Inputs included:

- Pro-forma business modeling that helped determine financial viability of choices and guide planning decisions
- All-Partner survey data to test early hypotheses of SV2's future strategic direction
- Regular guidance from the Working Group

The Board reviewed and discussed a draft plan in detail during a March 2014 Board retreat, after which the Working Group amended the plan and the Board ratified it. The plan is intended to be a living document revisited from time to time, with a more formal review and refresh at the end of three years.

## PART 2: LOOKING BACK

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### At the Origin of Venture Philanthropy

SV2 was founded fifteen years ago, demonstrating a new way of giving to drive social impact. The focus was on collaborative grantmaking to build and scale promising social ventures. The founding Partners, led by Laura Arrillaga-Andreessen, went beyond pooling donations to also investing their time and talent to help high-potential nonprofit organizations succeed and scale. The philanthropic version of venture capital, SV2 focused on earlier stage, innovative social ventures with the potential to scale. It is fitting that this model was incubated in Silicon Valley, a global hub for innovation.

SV2's new model of collaborative giving helped catalyze what is now a global movement known as venture philanthropy. As this practice has grown over the past decade and a half, venture philanthropy has taken many forms and become a powerful force driving social change. As a 2013 Harvard Business School white paper concluded, "venture philanthropy has had an outsized effect on the nonprofit sector" in its ability to drive change and create impact.

SV2's version of venture philanthropy is volunteer- (or Partner-) driven. SV2 is neither solely a funder nor solely a donor education organization, though our model includes strong elements of both. Instead SV2 is a hands-on partnership of concerned citizens who come together to invest a mix of time, money, and talent in working with promising social ventures. Some have called this "grass roots venture philanthropy," distinguishing SV2's model from other venture philanthropy organizations that do not typically promote or enable *active engagement* by donors directly with Grantee organizations.

### History of SV2's Impact

#### Supporting Social Ventures

During its first fifteen years, SV2 has supported more than 40 nonprofit Grantees with local and global reach. We have provided over \$4M in direct funding along with follow-on contributions from Partners (often double the SV2 grant dollars). Beyond-the-dollars support has included numerous pro bono contributions for Grantees from the SV2

network, which have been managed by 80 lead Partners. This year alone, the work of SV2's past and current Grantees has touched over 12 million lives.

In the years since receiving SV2 support, a number of SV2 Grantees have significantly scaled their impact. They include:

- **Reading Partners** has grown from a \$190,000 organization serving about 100 students annually to a \$16.2M organization serving nearly 5,500 students annually, achieving a 90% success rate in moving struggling students to grade level in reading
- **Opportunity Fund** has grown from a \$1.5M organization serving 374 clients to a \$8.7M organization serving 1,563 clients, with each loan it provides boosting clients' income by 37% and creating or sustaining 2.9 jobs
- **New Teacher Center** has tripled its budget and nearly tripled the number of teachers it reaches, currently serving 23,000 new teachers with mentoring and professional development services that have been proven to increase student achievement by 4% in reading and 8% in mathematics and increase teacher retention by nearly 30%
- **Fresh Lifelines for Youth (FLY)** has grown from a budget of \$600,000 to a budget over \$3M and doubled the number of youth it reaches with award-winning programs that increase participants' developmental assets, help reduce problematic behaviors, and give participants greater hope for their futures
- **Blue Planet Network** has grown the number of people reached through its members by 75% in just three years, with BPN members' water programs now reaching nearly 1.5M people in 28 countries with improved access to clean, safe water
- **Medic Mobile** has more than doubled its budget size and the number of people it serves in just two years, now reaching more than 6 million people in 20 countries with its programs to improve health in underserved communities

## Supporting Partners

SV2 in 2014 is a rapidly growing community of engaged citizens, now totaling 135 Partner households and 230 individual Partners, along with 30 teenagers. Since our founding, we have engaged over 500 adult Partners and 80 teenagers. In recent surveys of Partners:

- Roughly 75% reported that because of their SV2 experience they were more generous in their giving, more strategic and confident in their giving, and more involved in their community
- 92% were satisfied or very satisfied with their experience at SV2
- 99% would recommend SV2 to others



Below is a list of what current Partners say they value most about SV2:

- **Learning** – gaining knowledge, competence and confidence in applying philanthropy best practices; learning about diverse topic areas; learning about needs in their own back yard
- **Leadership opportunities** – honing leadership skills by leading peers
- **Supporting social ventures** – discovering high-potential, social ventures for possible investment; pooling skills, money, and networks to maximize social impact
- **Outsourced philanthropy** – taking advantage of high-quality philanthropic due diligence and high-leverage charitable investments for busy individuals
- **Network/community** – building relationships with high caliber, like-minded people; accessing nonprofit leaders, field leaders, and high-quality advising opportunities
- **Family connection** – cultivating values of compassion and giving in the children and teenagers in Partner families
- **Active expression of personal values** – discovering or clarifying one's own passions; finding and following pathways to apply unique talents to causes
- **Brand association** – signaling or gaining reputational benefit by being affiliated with SV2

## PART 3: OUR APPROACH

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### Vision

We envision a Silicon Valley where everyone  
makes social responsibility a priority,

harnessing our region's culture of innovation  
and capacity for giving

to tackle the most pressing social challenges we face  
at home and around the world.

Our role in bringing this vision to reality is in the work we do together at SV2, the successful social ventures we help, and the amplified impact these ventures create in the field. Ripple effects of our hands-on giving approach occur as our Partners make more effective and generous individual contributions outside of SV2 and influence others in their broader networks.

### Mission

SV2 brings together the resources and talents of the Silicon Valley community  
in support of promising social ventures to achieve measurable impact.

What do we consider measurable impact? The outcomes we measure include our Grantees' expanded capacity to achieve their goals as a result of SV2 and our Partners' expanded giving of their resources and involvement in the community.

# Values

Success in SV2's mission is fueled by a set of shared core values. Together, these values shape how we approach our work together and attract others to join us.

## 1. Impact:

Passion fuels social change, and at SV2 we are passionate about leveraging the unique resources of Silicon Valley citizen leaders and social innovators to create measurable, positive impact in our community and world.

## 2. Experiential Learning:

We maximize our impact through deep engagement and a culture of service in all we do together. Learning is a result of everything we do. We are committed to continuous learning – individually and collectively – to become ever more effective as change makers and givers. We learn by doing, challenging ourselves to expand our knowledge, enhance our skills, and broaden our perspectives.

## 3. Leadership:

We understand that leadership in its many forms is essential to create lasting, systemic change. We

cultivate leaders for the social sector and support those who choose to step up in their personal leadership journey through opportunities for experiential learning and leading.

## 4. Innovation:

We seek bold, creative approaches to our work, embracing both proven methods and innovative new models for social impact. We are committed to optimism, curiosity, constructive feedback, and humor. We are determined to learn from both our failures and successes.

## 5. Collaborative Community:

We embrace a spirit of open collaboration. Together we are building a vibrant, welcoming community of engaged citizens, cultivating compassion and effectiveness in ourselves, our families and the next generation of givers. We value listening, diversity, humility, inclusiveness, and respect for all people.

# SV2's Model — Engaged Giving

SV2 pursues its mission through an engaged giving model with three core features:

## 1. Grants & Investments:

We pool our capital to give financial support to high potential social ventures, working together to identify and fund the most promising organizations

## 2. Beyond-the-Dollars Support:

Many of our Partners roll up our sleeves and

contribute our time and expertise in service of our Grantees' needs

## 3. Learning Programs:

We offer workshops, speakers, and other opportunities for Partners and Grantees to augment their learning and growth

Through this model, we seek impact for our Grantees and our Partners and, through them, our community. Our Grantees become stronger, healthier organizations with greater capacity to meet their ambitious goals. Our Partners and their families become more strategic, effective, and motivated in their giving and their work with social venture organizations.



## PART 4:

# SHAPING OUR FUTURE

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### The Opportunity

Silicon Valley continues to be an engine of wealth creation, with a new generation of potential givers created in recent years. The region also continues to lead in innovation, both in the private sector and in the realm of social ventures.

Surveys reveal a “hunger for purpose and meaning” amidst a broad range of successful, concerned citizens. Many find purpose in tackling the pressing social problems that surround us: poverty amidst wealth, skills gaps and poor educational outcomes, at-risk youth, and environmental threats ranging from access to clean water to climate change.

This setting creates tremendous potential and momentum for the kind of “citizen venture philanthropy” that we began and continue to practice at SV2. Our work connects the giving capacity and talent of concerned citizens with the engine of social entrepreneurship that exists in our region as we seek to address the most pressing social challenges of our time. The challenges, as well as the gap between the capacity to give and the reality of giving in Silicon Valley, have never been greater.

### The Case for Change at SV2

While we have been successful in addressing a strong market need in our region, maximizing SV2’s potential future impact and continuing to lead the field forward will require us to further evolve and innovate. Below are six top imperatives resulting from our research and data gathering:



#### Realign everything we do to support our social ventures and their effectiveness

As an expanding community with many stakeholders, SV2 has always had a dual purpose—developing philanthropists and building the organizational capacity of our Grantees. Yet our Partner-focused activities and events have grown numerous and broad, arguably overtaxing resources at the expense of Grantee support and impact.

While continuing to embrace this dual purpose, we will enhance our impact on Grantees by shifting more of our resources and focus toward the social ventures we support. By re-aligning our activities around Grantees and their impact, we believe we can provide more effective, powerful opportunities for our Partners to “learn by doing” – one of SV2’s unique value propositions. This clearer focus will ultimately empower Partners and Grantees alike to scale our impact further and faster.



### Invest in innovation to evolve our program model

The venture philanthropy movement that SV2 helped to spawn 15 years ago now includes many more players and innovations. We will push our “citizen venture philanthropy” model further by eliminating some legacy programming and replacing it with new, cutting-edge engagement and learning offerings for both Grantees and Partners. While our commitment to supporting high-potential social ventures and their leaders remains paramount, it is essential that we create and protect space to explore new approaches that we believe tomorrow’s social sector leaders and givers should be exposed to for increased effectiveness. These new approaches include collective impact and supporting networks of organizations working together, as well as expanded social change financing instruments such as impact investing.



### Revamp our beyond-the-dollars support to Grantees

SV2’s beyond-the-dollars support is a major differentiator in our work. Yet Grantee feedback tells us that our methods of engagement and beyond-the-dollars support can be uneven and sometimes inadequate. Compounding this, SV2 lacks an inventory of Partner skillsets.

A revamped model of working with Grantees with deeper focus on a handful of core organization effectiveness areas would allow us to tap our own Partner expertise in a more focused and systematic way and to engage outside experts and strategic allies in service of our Grantees’ needs.



### Diversify Partnership to add new perspectives and expertise

Since the founding of SV2, new generations of successful professionals continue to populate Silicon Valley. To reach this expanding group, SV2 would benefit from reaching out to cultivate new GenX and Millennial Partners, who would bring new knowledge, skills, energy, and insights to invigorate SV2’s ongoing work and serve in future leadership roles. An analysis of the current Partner

demographics suggests that these groups are increasingly underrepresented at SV2, putting SV2's Partner leadership pipeline at some risk.

In addition, our commitment to offering high-quality beyond-the-dollars Grantee support compels us to expand the capabilities offered by our Partnership. We will identify gaps and opportunities to strengthen our advisory skillset and strategically recruit new Partners to fill these and other core leadership roles.



### Leverage technology to strengthen the SV2 network

While we have grown our Partnership rapidly in recent years, we have *not* invested in our infrastructure to support our own scaling, as we support our Grantees in doing. We need to replace outdated technology infrastructure with an easy-to-use, “one-stop shop” platform to strengthen our knowledge management systems, community building and outcomes measurement and tracking.



### Create a financial model that matches our appetite for social impact

SV2 requires a more robust financial model to support our own scaling and ambitions for impact. In addition to facing a financial gap in recent years, SV2 has historically had only one major source of income: Partner contributions, largely at the base level. We can find cost savings through disciplined elimination of non-mission-critical and redundant programming. In addition, we will explore *new* revenue sources. SV2's recent rapid Partner growth and anticipated future Partnership size calls for a refined staffing model that will help ensure adequate work/life balance and longevity for the staff team. We need to invest in our own organizational capacity and infrastructure to support future desired programming and innovation so that SV2 can realize its best self.

# TAKING OUR IMPACT TO THE NEXT LEVEL

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As a result of key findings, below are our three overarching goals and set of strategies that will strengthen SV2 and take our impact to the next level.

## SV2 Goals

- I Increase our social impact through renewed focus on Grantees and innovation
- II Grow and diversify our Partnership while maintaining our unique culture
- III Strengthen our organizational capacity with a scalable, sustainable, Partner-powered model



## Strategies

With these strategies we will address each of our goals.

### I Increase our social impact through renewed focus on Grantees and innovation

#### Re-focus on SV2 Grantees, aligning our programs to be in service to them

- Put greater programmatic and resource focus on Grantees, realigning Partner offerings to strengthen Partner engagement in service of Grantee impact and to support Partner “learning by doing”
- Increase budget for grants to a cumulative total of \$3 million over the next 5 years, with an additional \$1.3 million in Grantee support programming

#### Layer in new investment models and cutting-edge approaches to finance social change

- Evolve our financial instruments beyond our core “bread and butter” work of grantmaking to nonprofit organizations to support a variety of high-potential social ventures and put additional Partner dollars to work (e.g., funding collective impact initiatives and networks and experimenting with impact investing)

#### Revamp our beyond-the-dollars work with Grantees

- Enhance services to Grantees through improved and scaled beyond-the dollars support, including expert Partner support, curated online resources, and strategic allies who can deliver additional services
- Establish a knowledge center around core organizational effectiveness areas that drive social impact organizations
- Initiate SV2 Fellows program, bringing leading experts and innovators into the SV2 community

## II Grow and diversify our Partnership while maintaining our unique culture

### Develop a more targeted approach in our recruiting efforts in service of our impact goals

- Target a 10% per year Partnership growth rate, which would yield 200 Partner families and 350 individual Partners in 5 years
- Attract younger Partners to build a pipeline of future Partner leaders and bring in new ideas, perspectives, and expertise
- Recruit Partners with specialized expertise and skills that can benefit Grantees and Partners alike
- Cultivate individuals interested in leadership opportunities within the Partnership

### Enhance experience of new Partners

- Proactively address on-boarding of new Partners, with activities that may include grantmaking boot camp and mentoring relationships with seasoned Partners
- Plan for the needs, schedules, and experiences of a greater variety of Partners, including busy professionals and younger Partners, in the variety and redesign of program offerings

### Develop and retain leaders, both in the Partnership and on the Board

- Actively support and enable Partners taking leadership positions (the lynchpin to SV2's Partner-powered model), targeting 30% of the total Partnership to be in service leadership roles, such as grant round leaders, lead Partners to Grantees, and Board service
- Ensure SV2 Board membership includes strategically-essential skills, a full range of Partner representation, and representation of Grantee voices
- Evolve our programming with design teams that include Partners, future Partners, and staff

### III Strengthen our organizational capacity with a scalable, sustainable, Partner-powered model

#### Build a scalable collaboration platform and outcomes measurement system

- Better connect our community, capture and curate knowledge, talents, and experiences, and measure and share our progress by creating an effective collaboration platform with integrated web tools and data systems
- Prioritize and invest in systems to measure and evaluate our performance to inform greater understanding of our impact, promote continual learning and programmatic course corrections, and contribute to field knowledge

#### Ensure a sustainable financial model




- Diversify and grow revenue sources, exploring both “tried and true” methods alongside innovative possibilities (e.g., bringing on “limited Partners” or serving as the outsourced local grant-maker for foundations)
- Align Partner giving in line with ability to give
- Reduce time and expense spent on activities that are not mission-critical, including some staff-supported events

#### Develop a balanced Partner and staff leadership model

- Define clearer Partner and staff roles that better align with SV2’s goals for increased social impact, growth, sustainability, and enhanced Partner leadership and service
- Design majority of learning programs and events as Partner-led and executed
- Ensure adequate staff work/life balance plus opportunities for professional development
- Cultivate select new strategic alliances to scale our capabilities, impact, and influence

# Core Features of Future Model

SV2 will continue to focus on three main approaches to our work, each of which will be enhanced and strengthened through experimentation and innovation.

	<b>Grants &amp; Investments</b>	Collaborative funding focused on a number of issue areas—includes Grantmaking Boot Camp, multi-month Grant Rounds, and Lightning Rounds, with flexibility to explore innovative financing tools and approaches, e.g., funding networks and collaboratives; impact investing
	<b>Beyond-the-Dollars Support</b>	Support for Grantees beyond funding that taps into Partners' talent and networks, together with curated online resources and vetted group of external allies offering pro bono and paid services
	<b>Learning Programs</b>	Workshops, speakers, and other curated opportunities for Grantees and Partners to augment their learning and growth, including through self-organized groups that can dig deeper on topics of interest, e.g., specific issue areas, family foundations

# Measuring Success

As we implement our strategic plan, the markers of success that we expect to see include the following:

## Social impact

### Grantee impact:

- A growing number of SV2 Grantees successfully scale, as indicated by their budget size, organizational effectiveness, reach, and beneficiary impact.  
*Target: 25 Grantees over 5 years*
- Grantees amplify their innovations through their reputation/visibility and through their and our networks

### Partner impact:

- Partners' personal giving (to SV2 Grantees and other social ventures) increases and becomes more strategic
- Partners' personal engagement in the community and with social ventures increases and becomes more effective
- Partners become increasingly confident and committed to practicing effective philanthropy

### Community impact:

- A small set of clear community impact metrics (e.g., lives touched) developed to further understand and communicate our extended impact

## Partnership strength

- A growing number of SV2 Partners bring increased diversity and the future Partner leaders that SV2 needs.  
*Target: 200 Partner families/250 Partners in 5 years; Partner leaders comprise 1/3 of total Partner units at any one time*

- High Partner satisfaction  
*Target: over 95% would recommend SV2 to others each year over the next five years*

- A thriving Partner community

## Organizational capacity

- Strong, sustainable business model
- State-of-the art collaborative platform in high gear

- Lean, high-performing staff with strong tenure
- Effective measurement systems in place to track outcomes

- New strategic alliances formed and activated to scale our capabilities and influence

## Phased Implementation

SV2 staff will work alongside Partners, Grantees, and the Board of Directors to implement the strategies outlined in this plan over the coming three fiscal years. An initial timeline is included herein, subject to more detailed implementation planning over the coming months and the ability of the organization to raise funds necessary to support the initial phases of implementation.

Goal	FY14/15	FY15/16	FY16/17
Increase Social Impact Through Renewed Focus on Grantees and Innovation	<ul style="list-style-type: none"> <li>Design of BT\$ support and organizational effectiveness workshops (OEWs); initial pilots</li> <li>Impact investing working group and learning circle</li> <li>Events rationalization</li> </ul>	<ul style="list-style-type: none"> <li>Completed BT\$ refinements and OEW design/pilots</li> <li>Solid suite of BT\$ strategic allies</li> <li>Possible impact investing pilot</li> </ul>	<ul style="list-style-type: none"> <li>Measurable outcomes focus</li> <li>Ecosystem impact focus</li> <li>SV2 thought leadership</li> </ul>
Grow and Strengthen Our Partnership	<ul style="list-style-type: none"> <li>Design refreshed grant-making approaches; pilot</li> <li>&gt;35 Partner Program and targeted skillset recruits</li> <li>Improved onboarding</li> </ul>	<ul style="list-style-type: none"> <li>Refined grantmaking approaches</li> <li>Pilot peer learning circles, other peer-led ops</li> <li>Cont. targeted recruiting</li> </ul>	<ul style="list-style-type: none"> <li>Needed Partner skillsets and Next Gen leaders in place</li> <li>Valued SV2 culture preserved</li> </ul>
Improve Organizational Capacity	<ul style="list-style-type: none"> <li>Infrastructure improved</li> <li>Improved data/learning</li> <li>Diversified revenue pilots</li> <li>Expand and clarify Partner leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration platform fully utilized</li> <li>Diversified revenue model; potential pricing change</li> <li>Needed Partner leaders in place, w/ future pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable financial model</li> <li>Sustainable Partner and staff leadership model</li> </ul>

## A Living, Breathing Document

SV2's strategic plan is intended to be a living, breathing document that helps guide our strategic focus for increased community-wide alignment and impact. It also is intended to support programmatic and business model pilots and experimentation for which we both desire and need significant Partner input and leadership. This plan will be modified and updated by SV2's Board of Directors as needed and no later than the three-year mark.