



Silicon Valley Social Venture Fund – SV2

Strategic Plan 2022

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Letter from the CEO

I am very pleased to present Silicon Valley Social Venture Fund's new Strategic Plan.

The completion of this Strategic Plan coincides with the completion of my first year as SV2 CEO. I joined SV2 at a critical time in our community, our country, and our world. Like many organizations, SV2 faces the challenge of how to respond to the concurrent crises — the COVID-19 pandemic, heightened racial violence and injustice, widespread economic challenges, and the escalating climate crisis — to increase our impact.

This Strategic Plan clearly lays out how SV2 will do this. SV2 began an intensive, participatory strategic planning process in April 2021. We heard from a wide variety of stakeholders about what makes SV2 valuable to them and areas for improvement. We developed Guiding Principles to infuse our work and a Theory of Change that illustrates how our strategies fit seamlessly together to drive impact.

Our Guiding Principles focus on fostering a community of continuous learners, broadening the voices involved in our work, aligning giving and investing with personal values, working with our network to drive impact in the Bay Area, and centering equity in all that we do.

Our Theory of Change illustrates SV2's community impact through the combination of SV2 Partner engagement (Philanthropic Education, Tools for Values-Aligned Giving and Investing, and Peer Learning and Networking) and Grantee and Community engagement (Power Sharing and Equity, Direct Resources, and Access to SV2's Network).

This Strategic Plan both preserves the heart of SV2 and pushes us into new territory. We will be enhancing what makes SV2 unique while piloting new approaches, learning from these efforts, and refining and fine-tuning as needed. Among the strategic highlights are empowering more Partner-led interest groups, expanding SV2's impact investing work, and adding Grantees and community leaders to SV2's Board and other decision-making tables. I am excited to lead SV2 in implementing this Strategic Plan as we approach our 25th year and beyond.

In partnership,



David Onek
CEO

Introduction

About SV2

Silicon Valley Social Venture Fund (SV2) is a vibrant community of more than 200 individuals and families ("Partners") who have joined together to learn about effective giving and pool their resources to support innovative nonprofits and social enterprises. Founded in 1998 by Laura Arrillaga-Andreessen, SV2 has invested in more than 150 organizations with direct funding as well as "Beyond the Dollars" support.

OUR MISSION: SV2 unleashes the resources and talents of the Silicon Valley community to achieve meaningful social impact.

OUR VISION: We envision a more equitable and sustainable Bay Area and world where everyone thrives.

A Leader and a Moment: Impetus for the Plan

Two key drivers were the impetus for this new Strategic Plan:

A Leader: In December 2020, SV2 appointed David Onek as CEO. David's extensive nonprofit leadership experience, steadfast commitment to social justice, and entrepreneurial mindset were key factors in his selection. In turn, David's energy and leadership have challenged SV2 to reimagine our organization's future.

A Moment: SV2's leadership transition coincided with a tumultuous period. COVID-19 wreaked devastating economic and social trauma on historically excluded communities, while at the same, our nation experienced a new awakening to the history and ongoing impact of racial injustice. The times demanded SV2 to grow, learn, and act together as a community. In response, Partners asked for SV2 to deepen our impact, and to include and expand the voices and insights of impacted communities in SV2's philanthropic decision making.

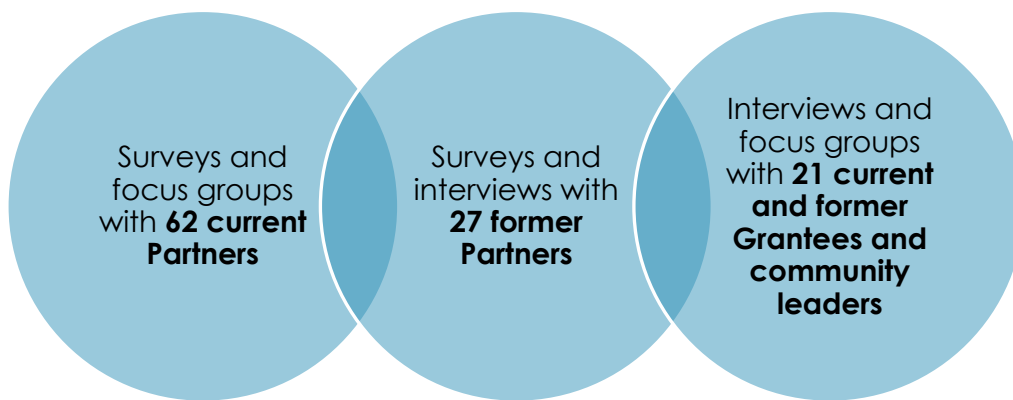
The fact that these driving factors for reflection and change also coincided with SV2's upcoming 25th anniversary made this a particularly auspicious time to think boldly about SV2's future direction. This Strategic Plan accepts that challenge.

Strategic Planning Process

In April 2021, SV2 engaged Wicoff Consulting in a **nine-month planning process** to:

1. Clarify SV2's theory of change and how our programs create impact;
2. Refine engagement with Partners and Grantees to increase mutual benefit; and
3. Ensure that SV2's commitment to equity is reflected in our work.

A **Steering Committee of 12 Board members and staff** guided the process and a **Working Group of 25 Partners** engaged in the research, benchmarking, and stakeholder outreach that informed the strategy. To ensure inclusion and a variety of perspectives, the process engaged a wide range of stakeholders including:



The culmination of those efforts is a **new strategic direction** that prioritizes:

1. Partner learning and community-building, emphasizing values-aligned giving;
2. Sharing power with and seeking guidance from Grantees while unlocking SV2's resources to support their missions; and
3. Blending Partners and Grantees in a renewed commitment to create shared impact in the Bay Area.

SV2 Strategy Summary

Through the inclusive strategic planning process, we identified Guiding Principles and a Theory of Change for our work moving forward.

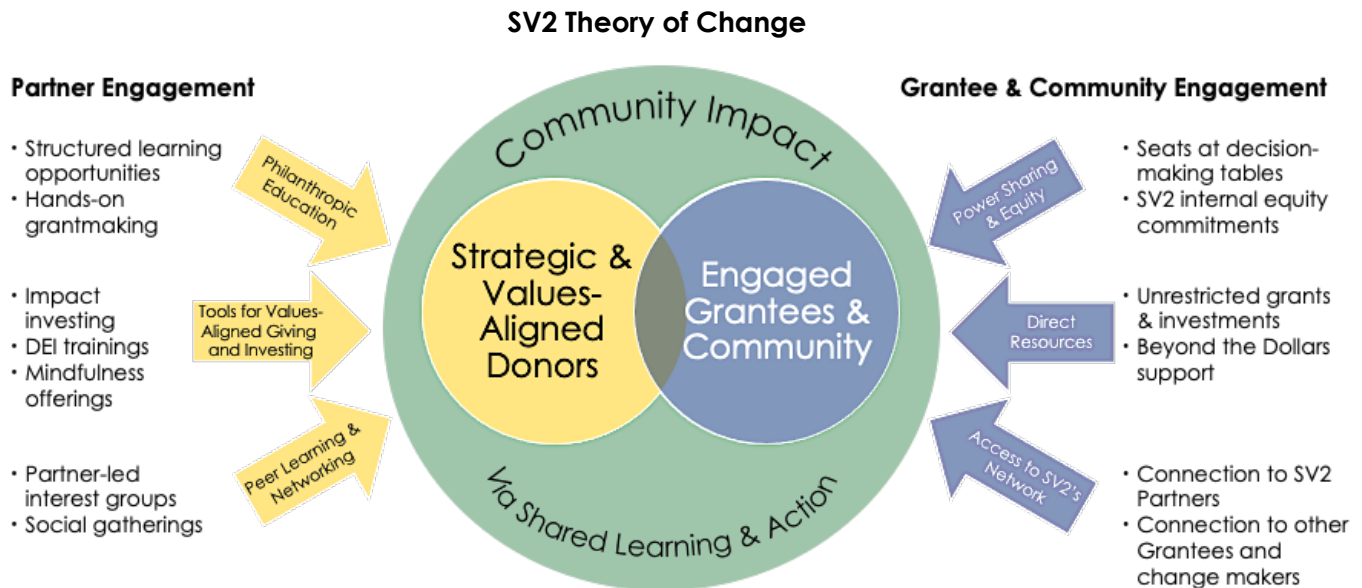
SV2 Guiding Principles

The following Guiding Principles embody SV2's values and purpose:

1. We will **foster a community of continuous learners** with Partners, Grantees, Investees, and community members.
2. We will **broaden the voices involved** in our work as we seek to break down the traditional power dynamics in philanthropy.
3. We will be leaders in practices that **align giving and investing with personal values**.
4. We will work with our network of change makers to **drive impact in our Bay Area community**.
5. **Equity will be a central through line** in our work.

SV2 Theory of Change

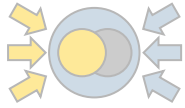
SV2's Theory of Change illustrates how SV2 achieves community impact through a unique combination of shared learning and action.



SV2 benefits the Bay Area community by 1) helping Partners give in more strategic and values-aligned ways, and 2) engaging and sharing resources with Grantees and communities to advance their work.

Core Strategies: Partner Engagement	Core Strategies: Grantee & Community Engagement
<ul style="list-style-type: none"> • Philanthropic Education • Tools for Values-Aligned Giving and Investing • Peer Learning and Networking 	<ul style="list-style-type: none"> • Power Sharing and Equity • Direct Resources • Access to SV2's Network

In the following pages, we describe the Partner Engagement strategies (represented by the arrows on the left of the Theory of Change graphic), giving context to what we learned from Partners during the strategic planning process and adding detail to the three primary strategies. Next, we describe the Grantee and Community Engagement strategies (represented by the arrows on the right of the Theory of Change graphic), summarizing what we learned from Grantees and adding detail to the corresponding three primary strategies. We then describe how the successful implementation of these strategies will achieve community impact.



Partner Engagement

What We Heard About the Partner Experience

Partners appreciate the **community** that SV2 creates. Being part of a community of philanthropists ranked as the most important value SV2 provides.

Partners value **hands-on learning** through SV2 grantmaking. However, Partners are looking for **more structure**, especially in their first year. Partners are also looking for more opportunities to **learn with and from their peers**.

Impact investing and innovative approaches to philanthropy are important SV2 differentiators. Partners see a deeper meaning in the way impact investing, **diversity, equity, and inclusion** (DEI), and other practices enable them to connect to their values.

Partner Benefits

Through their experience with SV2, Partners broaden their understanding of philanthropy, hone their personal approach to giving, and become part of a dynamic network of Partners, Grantees, Investees, and community leaders working together to fuel positive change.

SV2 Partners are a community of engaged philanthropists, learning together to individually and collectively increase the impact they have in the world. SV2 provides opportunities to learn the art of philanthropy through structured classes and cohort experiences, peer learning opportunities, and participation in hands-on grantmaking.

Partners can also go beyond traditional donations to expand the ways they understand the intersection of giving with their personal values. Through impact investing, Partners can have a portion of their investment capital directly aligned with their philanthropic goals. Through offerings related to DEI and mindfulness, Partners can explore how their lived experience connects to their philosophy of giving.

PARTNERS SHARED:

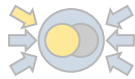
"The learning opportunity was why I joined the first year, but [the] community is why I renew each year."

"Whenever I go to an SV2 event I'm so impressed and I learn a lot, but it's hard to navigate all of the offerings and determine which are the best fit for me."

"The [DEI] Training Cohort was deeply meaningful to me and helped me connect to ways my giving may have been unintentionally contributing to the problems we are trying to solve."

Strategies

Philanthropic Education



Central to building a community of continuous learners is the philanthropic education SV2 provides to Partners. Partners value both the knowledge and hands-on experience that SV2 offers; however, there was a clear desire for more structure and more ways to build community—both with other Partners and with Grantees—as part of the learning experience.

The strategy for philanthropic education includes the following:

- **Develop New Partner Cohorts.** Some first-year Partners have a hard time navigating SV2's many offerings and meeting other Partners. A New Partner Cohort model will be designed to orient new Partners to SV2, help them develop relationships with other Partners, and deliver substantive learning in a more engaging way. SV2 will also explore ways to more intentionally build in cohorts or other learning strategies that foster connection alongside learning for all Partners.
- **Refine targeted set of learning sessions.** Staff will tailor existing programming and build new educational opportunities, bringing in expertise from Partners and outside resources as appropriate. Offerings will include training for Partners to more effectively engage in the shared learnings and collaborative work with Grantees/community, and opportunities for Grantees to share their knowledge and expertise with Partners.
- **Continue to engage Partners in grantmaking.** Actively participating in SV2's updated grantmaking process will continue to be a touchstone experience in the learning journey.

Tools for Values-Aligned Giving and Investing



A key differentiator for SV2 is that we go beyond a transactional approach to philanthropy. We believe in a holistic approach that helps Partners explore multiple facets of philanthropy—donations, investments, volunteerism, advocacy—and think deeply about what it means to align their philanthropy with their values, with what is most meaningful to them in their lives.

Partners expressed their desire to go deeper into this arena, and specifically for SV2 to expand our work in impact investing as a way for Partners make their investment capital an active part of their values-aligned approach.

The strategy for supporting Partners to align their investing and giving with their values includes the following:

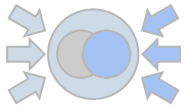
- **Refine and expand SV2's impact investing work.** SV2 will form a special Board task force to enhance our impact investing work to date and define a long-term strategy to grow SV2's curriculum, investment strategy, and Partner engagement.
- **Provide learning opportunities for values-based financial stewardship.** SV2 will intentionally build in learning opportunities that help Partners explore the connection between how their investing aligns with their values and their overall philanthropic approach.
- **Continue to build out DEI trainings and experiences.** We have learned a tremendous amount in the past year about how Partners' engagement in their own DEI journeys can generate a clearer and more nuanced understanding of their philanthropy. SV2 will build on those lessons to further explore and expand our DEI cohorts and training.
- **Pilot additional tools for centering Partners' philanthropic journeys.** SV2 will explore other tools such as mindfulness to help Partners connect with their values and translate them into philanthropic practices.

Peer Learning and Networking

At SV2, learning goes beyond the formal experiences and opportunities we provide. The SV2 network of Partners, Grantees, Investees, and community leaders represents a tremendous breadth of knowledge and experiences to learn from and share with each other. Partners expressed a strong desire to more fully access this network to further their own learning and to build community.

The strategy for expanding peer learning and networking includes the following:

- **Empower more Partner-led interest groups.** SV2 will invite Partners to form groups based on specific issue areas, geography, racial/ethnic identity, life stage, social activity, etc. Groups will come together on a regular basis to share what they are learning and to tap into the SV2 network for ideas and support.
- **Expand Partner-led events and gatherings.** SV2 will encourage interested Partners to plan learning events (e.g., sharing their expertise or inviting a speaker to present) and gatherings that foster connections outside of the existing staff-run events.
- **Broaden opportunities for Partners to connect with each other socially.** Being a "community of continuous learners" is a key element of the value proposition for our Partners. SV2 will continue to hold staff-organized events such as Fall and Spring Gatherings. In addition, we will encourage informal, Partner-organized social events. These events will create places and spaces for Partners to network with each other and with our Grantee and Investee community.



Grantee & Community Engagement

What We Heard About the Grantee Experience

Grantees and community leaders encouraged SV2 to lean into **power sharing** and further the steps we have already taken to deeply listen to community voices.

The **resources**—financial and “Beyond the Dollars”—remain a central part of the SV2 benefit for grantees.

Grantees consistently noted the value that the **SV2 network** brings—both in terms of connections within Partners’ networks and in connecting Grantees to each other.

Grantee and Community Benefits

Through a powerful network of Grantees and Partners who share a passion for social change, SV2 Partners connect with and support Grantees outside of the SV2 grantmaking process, and Grantees connect with each other through SV2 and build relationships that enhance their work.

Grantees and community leaders are crucial partners in SV2’s work. As SV2 deepens our commitment to community voice, Grantees and community leaders will be invited to join decision-making tables, including representation on the Board. SV2 also commits to deepening the internal DEI work required to meaningfully share power with Grantees and community leaders.

Grantees will continue to receive unrestricted grants, fueling their core missions and impact in the community. SV2 will also continue to provide support “Beyond the Dollars,” serving as thought partners, providing technical support, and offering connections to pro bono resources.

GRANTEES SHARED:

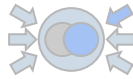
“There is a lot that needs to be done to shift philanthropy and help donors lean in with more humility and curiosity. SV2 could be the translator; it could help change the culture of philanthropy. It will take groups like SV2 to do this before we can see the power dynamics shift.”

“Direct, general operating support is always of great value!”

“SV2 can make a big difference with your reach — don’t take it for granted. Few other places are connected the way Silicon Valley is. Being able to bring that together with people of color is extraordinarily important.”

Strategies

Power Sharing & Equity



SV2 has committed to equity as a through line in our work. Sharing more power with Grantees and community leaders is key to achieving that goal, as is an accompanying commitment to the internal changes necessary to support that shift.

SV2 has already moved in this direction by redesigning our grantmaking process, diversifying our Board, and developing DEI trainings for Partners and staff.

Partners and Grantees stressed the importance of a further step: having the voices of those closest to the issues at our decision-making tables to help guide priorities and decisions. This type of work requires SV2 to listen to, build trust with, and be accountable to our Grantees and community.

The strategy for sharing power with our Grantees and community includes the following:

- **Create seats at decision-making tables.** A critical first step in sharing power will be the addition of three Grantees and/or community leaders to SV2's Board. This will be the launching point for a longer process of working with Grantees and community leaders to co-design a collaborative table to make decisions about priorities, grantmaking strategies, and other avenues to drive change.
- **Make internal investments to strengthen equity commitments.** SV2 will invest in the staff needed to partner with the community in new ways and provide training for Partners and staff in collaborative community engagement practices.

Direct Resources



The core of SV2's work has always been engaged philanthropy—providing grants and other resources to community-based organizations and impact investments to social enterprises.

Grantees emphasized the importance of receiving **unrestricted, multi-year funds** from SV2. In addition, they want SV2 Partners and staff as trusted thought partners who help them creatively solve problems and get connected to resources.

The strategy to provide direct resources to Grantees and Investees includes:

- **Continue to provide unrestricted grants & investments.** SV2's grantmaking and impact investing are a core part of the SV2 benefit for Grantees/Investees and Partners and will continue to be a central part of the strategy going forward.
- **Offer continued “Beyond the Dollars” support.** SV2 Partners and staff will continue to serve as trusted thought partners to Grantees and help Grantees tap into the SV2 network for support.

Access to SV2's Network

Being a community of continuous learners was resonant for both Partners and Grantees—in particular, the idea that learning comes from within the SV2 network as much as it does from formal programs.

Both Partners and Grantees also saw the SV2 network as an area of relatively untapped potential. Partners encouraged SV2 to find more ways to connect them with current and past Grantees so they could learn more about their work and find ways to support them. Grantees, especially alumni Grantees whose grants have ended, are interested in finding more ways to remain engaged.

The strategy to provide greater access to the SV2 network includes the following:

- **Expand connections to SV2 Partners.** SV2 will cultivate intentional and regular ways for Grantees to engage with SV2, including but not limited to invitations to events, opportunities to share their knowledge, sharing highlights from Grantees' work in SV2 communications, and enlisting SV2 Partners as volunteers for Grantees.
- **Foster connections to other Grantees and change makers.** SV2's network includes an incredible community of current and former Grantees and community leaders. SV2 will seek to create additional formal and informal ways for Grantees to connect with each other for thought partnership and mutual support.

Community Impact

SV2 has always had a dual mission of supporting growth and transformation for both Partners and Grantees. By participating in SV2, Partners gain knowledge to help them give resources more effectively. By being part of SV2's network, Grantees gain access to financial resources and valuable connections that help them amplify their impact in the community.

Through the strategic planning process, an exciting new complementary focus emerged: the power of bringing those two pieces—our Partner focus and our Grantee focus—together in a collaborative initiative to enhance community impact. Below we describe the intent of SV2's Collaborative Community Impact Initiative.

Collaborative Community Impact Initiative

We intend to devote one of the two SV2 grant processes each year to a new collaborative model. To focus energy on a collaborative effort, SV2 has chosen to define two key parameters: the community we serve and an issue area on which we intend to focus. Defining the community we serve and anchoring on an issue will help SV2 hone the goals of the collaboration, help identify the Grantees and community leaders who have expertise in that field, and enable Partners to engage more deeply in learning about and helping to advance the work.

- **Community we serve:** Given SV2's strong roots in Silicon Valley, along with the wider interest of our Partners and the broader footprint of our Grantees, SV2 will focus this part of our work in San Mateo, Santa Clara, San Francisco, and/or Alameda counties.
- **Issue area:** SV2 will select an issue area in the initial phase of strategic plan implementation that will be the focus for the collaboration. We will dedicate one of the two SV2 grant processes each year to the chosen issue area (while continuing to rotate the issue area for the second grant process each year).

"SV2 can be a convener or connector between funders and nonprofits and among funders and nonprofits. This would have even more impact if we narrow our focus."

-SV2 Partner

"SV2 could expand its impact by listening to people on the ground. Ask stakeholders and those we've funded, 'What is needed? What should we focus on?' Look for organizations truly centering their work on the voices of those they serve and build from their wisdom."

-SV2 Grantee

SV2 recognizes that building joint decision-making and implementation processes takes time—building lasting cross-sector collaborations must “move at the speed of trust.” SV2 and our Partners are committed to doing intentional work to learn how to deeply listen to our Grantees and community leaders to better understand their needs and to understand and bridge the multiple perspectives coming together. SV2 will begin this work in the initial phase of strategic plan implementation and from

that base of listening and understanding will develop the Collaborative Community Impact Initiative scope and process.

Conclusion

This pivotal moment in our country and our world offers the opportunity to set the direction SV2 will take to advance meaningful social impact giving and investing in the Bay Area.

In this new Strategic Plan that will take us into our 25th year and beyond, we will maintain our distinctive combination of shared learning and action. We will continue to be a leader in engaging Partners around strategic and values-aligned giving and investing. We will engage Grantees and our community in ways that add value for Grantees as well as bolster SV2's decision-making around grants and investments. We will also develop collaborative community impact efforts between Partners and Grantees. To support the success of the Strategic Plan, SV2 and our Partners will engage in intentional work to bring Grantees and community leaders to the table in a way that is genuine and inclusive.

Guided by principles of equity, continuous learning, community building, and shared decision making, SV2 is poised to engage Partners, Grantees, Investees, and community members so that grants and investments are responsive to the community and effective in driving social change.

"SV2 is uniquely poised to help educate and inspire people who want to help improve life and opportunity for underserved populations in Silicon Valley and connect them with people and organizations that are focused on these challenges and serving these populations."

-SV2 Partner

"Having access to the network...opens up so much for us. [It means] being able to knock on the door and the door opens. To have a seat at the table and be able to make decisions; decisions are not made for you. Being able to be a part of the decision making and shaping the change and growth and health of our community together – it's valuable for both sides."

-SV2 Grantee

