



NCRP
STRATEGIC PLAN 2008-2012

NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY

OUR GUIDING PRINCIPLES

In September 2007, the NCRP board of directors approved a strategic plan that will guide the organization's programming for the next five years. The strategic plan is the result of several months of intensive collaboration between NCRP's board, staff and consultants from the TCC Group, as well as the invaluable input from a diverse group representing the philanthropic and nonprofit communities.

OUR MISSION

NCRP promotes philanthropy that serves the public good, is responsive to people and communities with the least wealth and opportunity, and is held accountable to the highest standards of integrity and openness.

OUR VISION

We envision a fair, just and democratic society in which the common good is recognized as a high priority; where a robust public sector is empowered to protect, preserve and extend the commonly held resources and the public interest; where a vital nonprofit sector provides voice and value to those most in need; and where all people enjoy equality of opportunity, access and fair treatment without discrimination based on race, gender, sexual orientation, physical ability, economic status, national origin or other identities.

We envision philanthropy at its best contributing to this vision of society by operating with the highest standards of integrity and openness and by investing in people and communities with the least wealth and opportunity and the nonprofit organizations that serve and represent them.

OUR VALUES: "PHILANTHROPY AT ITS BEST"

1. Philanthropy at its best serves the public good, not private interests. NCRP believes that the public has a legitimate interest in the use of philanthropic resources. Donors

receive the privilege of tax deduction for charitable donations and tax exemption on investments. Foundations and other philanthropic institutions, therefore, have a responsibility to use their resources for the public good. The public benefit of philanthropy should at least exceed the public benefit that would have been possible with the foregone tax revenue—otherwise, the public interest is not being served. Both self-regulation and government oversight are needed to ensure that philanthropy serves the public good and is not abused for personal or political gain. Executives and boards of directors should rigorously ensure that their organizations live up to the highest standards of honesty, integrity and openness. Government should rigorously enforce the law, ensure sufficient transparency and aggressively prosecute abuses of philanthropy.

2. Philanthropy at its best employs grantmaking practices that most effectively help nonprofits achieve their missions. NCRP believes that both grantmakers and nonprofit organizations are committed to improving society. Grantmakers, therefore, have a responsibility to listen to the needs, concerns and criticisms of their nonprofit partners and respond to what they hear, trusting that nonprofit leaders possess deep wisdom about what they need in order to most effectively achieve their missions and address critical societal needs. Grantmakers also should seek other forms of data about how grantmaking practices impact nonprofit effectiveness, and they should regularly adjust their practices to maximize the impact of their philanthropy.

3. Philanthropy at its best strengthens democracy by responding to the needs of those with the least wealth and opportunity. NCRP believes that philanthropy has a special responsibility to nurture and strengthen democracy and that the nonprofit sector is uniquely suited to promote the health and vitality of our pluralistic society. To strengthen democracy, grantmakers should provide sufficient resources to people and communities with the least wealth and opportunity. They should trust those in need and closest to the problems to play a powerful role in crafting and carrying out solutions, and they should provide support for civic engagement, policy advocacy and community organizing so that organizations working with and on behalf of marginalized communities can participate effectively in the public square.

OUR PROGRAMS

OUR PROGRAM GOALS

NCRP identified three programmatic goals for the next five years:

1. More funders provide support at higher levels for lower-income communities, communities of color, and other marginalized groups.

This includes increasing funding for civic engagement, policy advocacy and community organizing with and on behalf of people and communities with the least wealth and opportunity.

2. More funders employ good grantmaking practices that are most helpful to nonprofits.

This includes increasing general operating support, providing multi-year funding commitments and other practices.

3. Fewer people and/or institutions abuse philanthropy for personal or political gain.

This includes reducing abuses that are in violation of current law and also reducing practices that may be technically legal but serve only private interests, not the public's.

OUR PROGRAM STRATEGIES

To achieve our programmatic goals, NCRP will utilize the following strategies:

1. Conduct high quality research

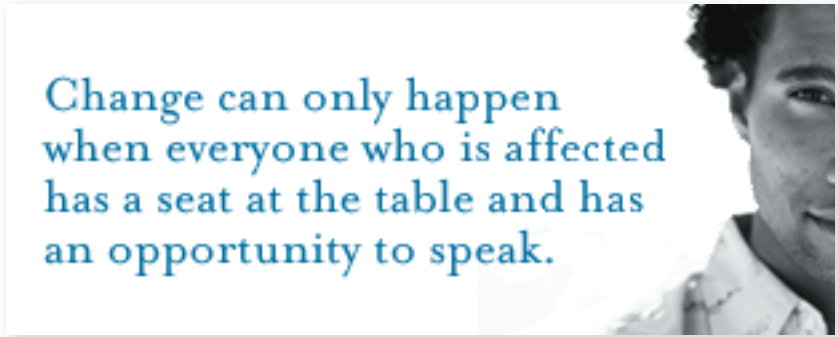
- Develop measurable standards that reflect NCRP's understanding of philanthropy at its best
- Produce reports analyzing actual practices of foundations and other funders in comparison to the standards
- Produce reports highlighting the positive impact of civic engagement, advocacy and community organizing in communities across the nation and acknowledging the role funding from foundations

and other institutional funders played in achieving that impact

2. Run effective campaigns to influence public policy and/or foundation practices

- Maintain direct, personal contact with people who influence philanthropic practice and promote NCRP's vision for philanthropy
- Expand membership

3. Increase constituency membership to enhance the impact of nation-wide programming, especially campaigns



Change can only happen when everyone who is affected has a seat at the table and has an opportunity to speak.

MEASURING OUR IMPACT

Although it is notoriously difficult to measure the impact of advocacy organizations like NCRP, its board and staff remains committed to developing ways to measure the impact of its work. NCRP will regularly measure its progress towards achieving its mission by **designing a comprehensive evaluation plan, recognizing that there are limits to how well the true impact of advocacy work like NCRP's can be assessed quantitatively.**

OUR COMMUNICATIONS

NCRP will improve its communications programming with **the primary goal of positioning NCRP as the leading expert on and advocate for “philanthropy at its best,”** guided by the following specific objectives and strategies:

1. Support NCRP’s programmatic goals

- Align content of *Responsive Philanthropy* and the website to the new programming goals
- Redesign and expand the circulation of the monthly electronic newsletter
- Promote the NCRP standards for “philanthropy at its best” in *State of Philanthropy*

2. Communicate more effectively NCRP’s work and vision of philanthropy among leaders of foundations and other grantmakers, nonprofits, philanthropic advisors, the media, policymakers and the public

- Distribute NCRP publications and opinions directly to target audiences
- Use a central database to track relationships with all contacts

3. Improve NCRP’s communication with its core constituency of current and potential members, allies and coalition partners

- Develop a “memo to members” electronic communication
- Host formal and informal gatherings of members/allies at major events

4. Improve NCRP’s outreach to key members of the media

- Publicize NCRP, its research and its vision for philanthropy through the media

OUR FINANCES

Expanding the programmatic work of NCRP and the impact of that work is the highest priority for the first few years of this strategic plan. However, financial growth and independence is also crucial for the organization's success. The following objectives and strategies comprise the organization's financial and development plan:

1. Increase total revenue to just over \$2,000,000 by FY2012

- Generate 80-85% of revenue for NCRP from foundation grants, maintaining a large number of different funders to ensure sustainability and recognizing that some grant revenue may be in the form of contracts for research
- Generate additional revenue for NCRP from other sources including memberships, interest, and individual donors

2. Maintain good stewardship of the organization's financial resources

- Engage high-quality professionals to assist the organization
- Devote sufficient management and board attention to financial stewardship performance
- Maintain appropriate policies related to finances

3. Prepare the organization for future financial growth beyond 2012

- Develop plans to launch endowment and major donor campaigns
- Explore the feasibility of generating significant earned revenue



We have long advocated for significantly improving philanthropic accountability and responsiveness, as well as the means for improving standards of accountability.

OUR PEOPLE

GOVERNANCE

An important element to NCRP's success in achieving its mission is maintaining a strong and effective board of directors. In addition to the traditional board roles of providing direction on mission, program and strategy, and of fulfilling fiduciary responsibilities, NCRP directors are increasingly serving as visible spokespersons that advocate on NCRP issues and help promote the organization's vision of philanthropy within the sector, and to elected officials and the media. As part of the strategic planning process, the board identified specific ways to improve its effectiveness and has a clear road map of how to implement those changes.

STAFFING

Recognizing the crucial role that staffing and management play in achieving the impact the organization is aiming for, the following objectives and strategies will be implemented:

I. NCRP has the human resources and internal capacity needed to effectively achieve its programmatic goals

- Increase the size of the staff to 15 FTEs by 2012, led by a management team consisting of the executive director, research director, field director, communications director and development director
- Create a culture of teamwork, accountability and high performance.

Our Board & Staff

STAFF

Meredith Brodbeck *Communications/Development Assistant*
Julia Craig *Program Assistant*
Aaron Dorfman *Executive Director*
Kevin Faria *Development Director*
Niki Jajgal *Research Director*
Melissa Johnson *Field Director*
Anna Kristina (“Yna”) C. Moore *Communications Director*
Lisa Raghelli *Senior Research Associate*

BOARD

Officers

David R. Jones (*Chair*) *Community Service Society of New York*
Diane Feeney (*Vice Chair*) *French American Charitable Trust*
Lana Cowell (*Secretary*) *Our Giving Community*
Rhoda Karpatkin (*Treasurer*) *Consumers Union*

Directors

Marilyn Aguirre-Molina *City University of New York*
Christine Ahn *Korea Policy Institute*
Andrea Alexander *Chinook Wind Enterprises*
Dave Beckwith *Needmor Fund*
Louis Delgado
Richard Farias *Tejano Center for Community Concerns*
Deborah Felder *Maine Center for Economic Policy*
Marjorie Fine *Center for Community Change*
Cynthia Guyer *San Francisco Schools Alliance*
Judy Hatcher *Environmental Support Center*
Larry Kressley
Pete Manzo *The Advancement Project*
Nadia Moritz *The Young Women’s Project*
Russell Roybal *National Gay and Lesbian Task Force*
Gary Snyder *Nonprofit Imperative*
Helen Vinton *Southern Mutual Help Association*
Jodi Williams *Community Shares of Minnesota*

PAST BOARD CHAIRS

Paul Castro *Jewish Family Service of Los Angeles*
John Echohawk *Native American Rights Fund*
Pablo Eisenberg *Georgetown University*
Terry Odendahl *New Mexico Association of Grantmakers*

** Board member affiliations listed for identification purposes only.*



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