



**3 Year Strategic Plan**  
**2018 – 2021**

Approved by NMF Board of Directors:  
15 September 2018

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## OUR HISTORY

New Mexico Foundation (NMF) was started in 1983 by a small group of dedicated and visionary volunteers who believed in the power of philanthropy as a tool for inspiring creative, community-based change and prosperity.

For 35 years, NMF has distinguished itself as a leader in philanthropy. Our progressive, grassroots approach to building stronger communities empowers community members to collaborate on critical issues by tapping into local resources and discovering the strength in themselves.

We pool resources to support New Mexico's most underserved communities, strengthen New Mexico's nonprofits, and grow philanthropy, especially in rural New Mexico. We connect donors to valuable projects and vulnerable communities, as well as work to be responsive to current, and often urgent, needs. We turn small actions into big impacts.

## THIS PLAN

For 35 years, NMF has worked to improve the quality of life for all residents of New Mexico. In the past several years, we entered discussions about mergers with other community foundations, and in the end, we determined that as the only community foundation serving all of New Mexico, we are uniquely poised to begin our next decade of work. This strategic plan is designed to guide our efforts over the next three years.

## OUR MISSION

To steward resources, build partnerships, and create opportunities that transform lives and communities throughout New Mexico.

## AT NMF, WE VALUE

- Rural New Mexico communities
- Equity and fairness
- Local leadership and experience
- Partnerships
- Sustainability
- Transparency
- Respect for traditions and culture

## VISION STATEMENT

We envision a state where every New Mexico community has access to resources that support their ability to enjoy a better quality of life. Through new and established partnerships with leaders in the communities we serve, we support effective strategies to address statewide issues together.

The Foundation is committed to growing as a knowledge-based and asset-building organization that ensures high impact and measurable outcomes for the state of New Mexico.

## Theory of Change

In order for New Mexico communities to prosper, they must cultivate their inner strengths to create socially, physically, economically, and environmentally resilient places for their current and future residents.

### Priority Fields of Interest (FOI)

- *Rural Infrastructure*
- *Community Resilience*
- *Healthy Communities*
- *Educational Opportunities*
- *Environmental Adaptability*

These fields of interest represent priority areas for which NMF holds existing endowments that fund community-advised grant cycles:

*Northeastern Regional Community Health FOI Endowment*

*Northeastern Regional Community Unrestricted FOI Endowment*

*College Success FOI Fund*

*Chama Children's Fund*

*Native American Preparatory Scholars Endowment*

NMF also holds a non-permanent fund that will fund a grant cycle in early 2019:

*Environmental FOI Fund*

NMF also holds an endowment that is designated for rural economic development:

*Rural Economic Development Permanent Fund*

We plan to build upon the grantmaking that is currently possible through a dedicated effort to attract donors and funding partners. Our plan to achieve this growth is an essential aspect of this strategic plan.

*Goal 1: Increase the level and impact of grantmaking and local capacity building through strengthened partnerships with community leaders, donors, and funders statewide to support community engagement in realizing desired local outcomes.*

Objective(s):

- To develop a grantmaking strategy in alignment with NMF’s larger goals and objectives
- To support emerging organizations to achieve self-sufficiency through fiscal sponsorship

Action	By Whom	2018-2019	2019-2020	2020 - 2021
1. Prioritize areas of geographic and FOI focus in order to respond to the needs in those communities. NMF will establish its role as catalyst for community conversations.	Staff with Board approval	✓		
2. Build partnerships with local leaders, agencies, grantors and others to work collaboratively to produce needs assessments and funding collaborations.	CEO, Board and staff		✓	
3. Create culturally/locally appropriate evaluation measurements to assess the outcomes from NMF grant-making. <sup>1</sup>	Program and Grants Manager			✓
4. Develop a communications plan to share NMF’s results of needs assessments with donors and fund holders.	Development staff, CEO, Development Committee		✓	
5. Increase the pools of FOI funds for discretionary grantmaking.	CEO, Development staff, Board and Board Committees		✓	✓

<sup>1</sup> This is for Community Advised Grants. Results-based evaluation. Local organizations to articulate their intended evaluation approaches; NMCF to assist in creating evaluation outcomes that will inform the potential for further support.

## Goal 2: *Raise NMF's profile.*

### Objective(s):

- To familiarize the broader public and potential donors about NMF and its work and increase public awareness of our commitment to bring about desired local change

Action	By Whom	2018-2019	2019-2020	2020-2021
1. Refine NMF's message based upon priority fields of interest (and resulting programmatic goals) described in the strategic plan.	Staff and Board	✓	✓	
2. Engage brand and identity specialist to refine our external message and consult with staff on activities to strengthen communications.	CEO, Development Staff and Committee	✓		
3. Develop and maintain a calendar of activities and events.	CEO, Development Director	✓	✓	✓

**Goal 3: Enhance the financial base for long-term operations and program activities/grants.**

Objective(s):

- To build long-term sustainability for NMF by increasing its operating revenue through an endowment-building campaign as outlined in the 2018 Development Plan
- To broaden donor support for grantmaking

Action	By Whom	2018-2019	2019-2020	2020-2021
1. Meet with state and national funders to introduce NMF’s priority areas to solicit program funding and NMF endowment support.	CEO and Board President		✓	
2. Engage existing donors regarding estate planning to include NMF.	CEO and Development Committee	✓	✓	✓
3. Design and develop a “Luminaria Fund,” a new endowment that draws upon the Luminaria Award program.	Development Committee		✓	✓
4. Approach early NMF donors and Luminaria award recipients for contributions to the Luminaria Fund.	Staff and Board			✓



## Goal 4: *Create lasting change by ensuring that NMF has a diverse and knowledgeable board and professional and dedicated staff.*

### Objective(s):

- To enhance staff skills with a focus on creating empowerment and learning
- To develop a pool of future board members who bring a range of skills to board and committee work
- To strengthen the work of the Governance Committee to ensure board diversity

Action	By Whom	2018-2019	2019-2020	2020-2021
1. Analyze the strengths of and gaps in the Board to guide the Governance Committee when developing a list of potential board members.	Governance Committee and full Board	✓	✓	✓
2. Review and revise the organizational chart and staff job descriptions to reflect the current needs of the Foundation.	CEO and Board	✓	✓	✓
3. Provide professional development opportunities for staff.	CEO and staff	✓	✓	✓
4. Provide professional development opportunities for board members.	CEO and Board	✓	✓	✓

## Summary

This strategic plan will guide the work of NMF through 2021 along with the companion documents: a three-year development plan and our theory of change.

Our future accomplishments will build upon a 35-year legacy serving communities across New Mexico.

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