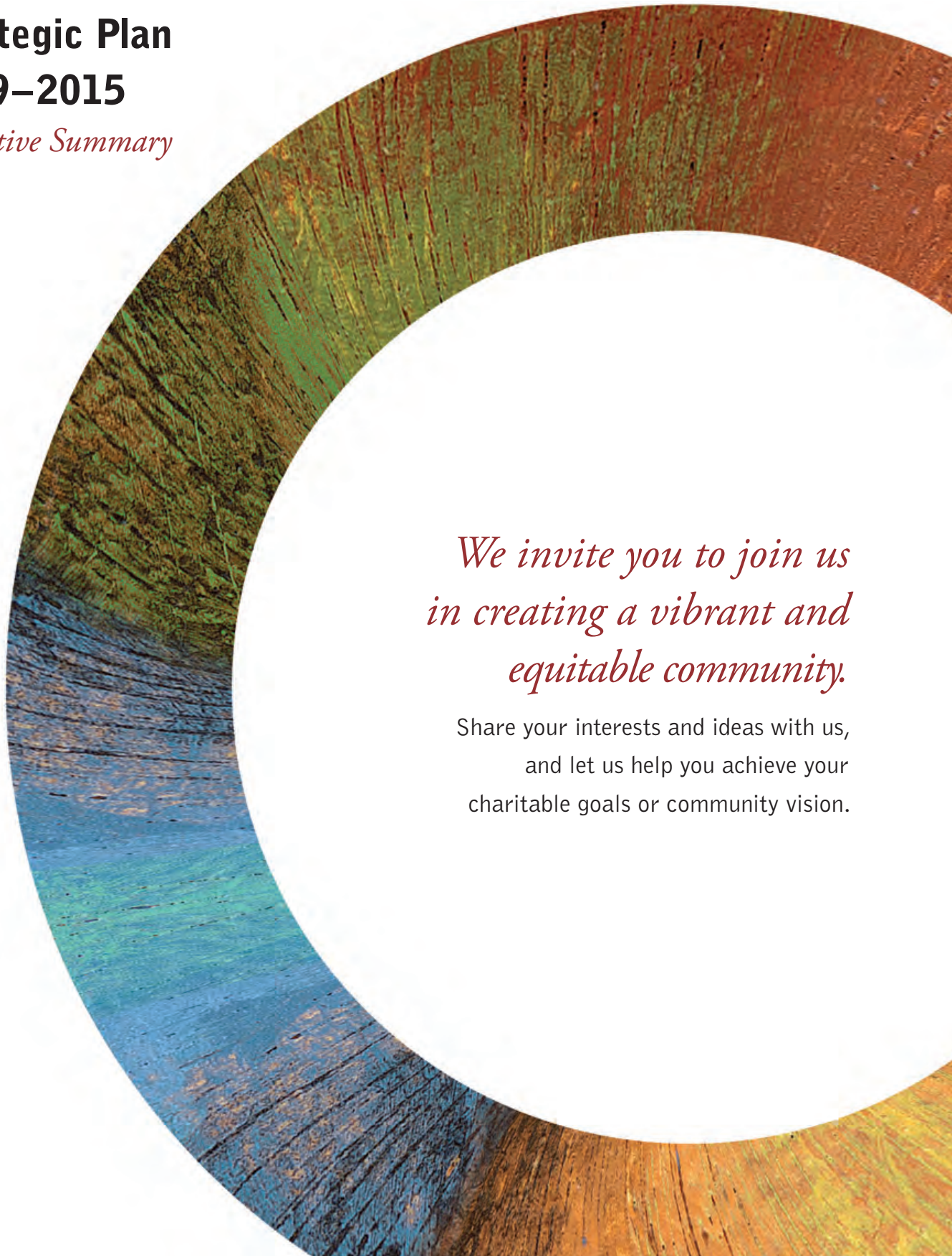


Strategic Plan 2009–2015

Executive Summary



*We invite you to join us
in creating a vibrant and
equitable community.*

Share your interests and ideas with us,
and let us help you achieve your
charitable goals or community vision.

The Minneapolis Foundation Strategic Plan 2009-2015

The 2009-2015 Strategic Plan identifies three goals that together will enable us to most effectively serve our constituents and the changing needs of our community.

The strategic plan demonstrates a continued commitment to engaging and serving a diverse and growing community of donors and promoting equal opportunity for all Minnesotans, while enhancing our ability to leverage resources, knowledge, and partnerships for maximum impact.

The Minneapolis Foundation serves a dual purpose:

- Helping Minnesotans make the most of their charitable giving, and
- Working with others to strengthen our community

We are committed to helping our expanding family of donors accomplish their unique charitable goals while raising awareness of and responding to our community's most pressing needs. Doing both through effective stewardship, responsive service, focused investments, and community leadership is our goal.

To accomplish this, we partner with individuals, families, nonprofits, foundations, businesses, professional advisors, and public agencies.

Please join us in creating and realizing a shared vision for our community or to achieve your unique charitable goals.

Our approach

We will *focus* our unrestricted resources more strategically, toward a set of key results, to realize a vision of a vibrant and equitable community.

We will *collaborate* more with donors and other partners to realize greater impact.

We will listen and *respond* to changing donor interests and community needs.

We will conduct all of our operations with an emphasis on *sustainability*, ensuring the Foundation continues to thrive and serve our community effectively into the future.

What we will achieve:

1. Rewarding Relationships

We will become a more accessible and innovative institution, providing exceptional service to donors and adding value to their philanthropy – whatever their charitable interests may be. We will build mutually rewarding relationships with our charitable partners by:

Engaging Donors: We will engage our donors' ideas and expertise, in addition to helping to manage their charitable resources. We will offer expanded opportunities for meaningful connection with one another and with the community.

Welcoming New Audiences: The Minneapolis Foundation will become more accessible and innovative, attracting increased participation by diverse communities (e.g., in terms of race, ethnicity, age, life experience).

Supporting Co-investment for Community Change: We will invest collaboratively with donors and other funders to achieve positive community change.



With many donors supporting similar outcomes for our community, we are building a framework to leverage shared interests, competitive ideas, and increased resources to strengthen our community.

Our distinctive value is providing information, donor-centered advice, and meaningful connections on community issues and charitable giving.

We help donors fulfill their unique charitable goals and find ways to collaborate when we identify common interests.

Promoting social, economic, and racial equity rather than addressing poverty alone focuses our work on a positive vision – realizing our community’s full potential – rather than simply resolving problems.



Choosing these areas of focus was viewed as “just right” by stakeholders because:

- They are core community issues
- Their interrelationship offers greater leverage for success
- The Minneapolis Foundation has the historical experience, credibility and passion to “move the needle” on these issues



2. Community Impact

We will serve as a leader, partner, and grantmaker to help create positive change in our community, ensuring everyone has the power to build a positive future for themselves, their families, and their communities. We will invest our unrestricted resources strategically towards specific results in order to achieve social, economic, and racial equity. Our grantmaking will support efforts that address the structural causes of inequity to achieve the following key results (below) with measurable outcomes for Minneapolis residents.

Transforming Education: Education reform that enables all young people to learn and thrive is essential to individual well-being and regional prosperity. Key results we will achieve with our grantees and community partners:

- **STUDENT SUCCESS** – children are ready to enter school, stay on grade, and are prepared to thrive in their post-secondary education/vocation
- **EFFECTIVE PUBLIC EDUCATION** – our public school systems assure all children experience academic success
- **COMMUNITY AND PARENT ENGAGEMENT** – families, communities, and school systems work together toward shared goals

Promoting Economic Vitality: It is critical to develop pathways to help all Minnesotans move out of poverty and into active participation in our community, which will improve the overall health and vitality of our region. Key results we will achieve with our grantees and community partners:

- **STABLE FAMILIES** – individuals and families have stable and affordable housing and on the path to self-sufficiency
- **PREPARED WORKFORCE** – a trained workforce exists to meet the demands of the economy
- **COMMUNITY WEALTH** – job and small business creation is promoted

Building Social Capital: Systems and institutions should be representative of and responsive to the communities they serve. Social problems are best solved when those affected participate in defining the challenges and finding the answers. Key results we will achieve with our grantees and community partners:

- **COMMUNITIES REPRESENT THEMSELVES** – under-represented communities have the capacity to act on their own behalf.
- **RESPONSIVE ORGANIZATIONS** – institutions are prepared to work with underrepresented communities in new and more effective ways
- **EFFECTIVE LEADERSHIP** – current and emerging leaders utilize community assets to advance their shared vision

3. Operational Excellence

We will achieve operational excellence through responsible stewardship, exceptional performance, and continuous innovation. We will optimize our performance through:

Sound Infrastructure: Resources (human, financial, technological, etc.) will be aligned with our priorities and employed to realize maximum efficiency and deliver optimal service to our constituents and the community.

Financial Sustainability: Investment and financial performance will be directed to achieve the highest returns (within acceptable risk parameters), enabling continued high-quality service, growth, and community impact.

Continuous Improvement: The Minneapolis Foundation is committed to becoming a learning organization in which staff and constituents share useful information, ideas, opportunities, and experiences to develop and benefit from a consolidated base of knowledge. We will be transparent in our operations and will strive to continually improve.

Effective Communication: Communications with our constituents will be timely, informative, and responsive. Our communications will deliver value – philanthropic expertise, up-to-date information about community needs and organizations, community connections and knowledge sharing – and will promote philanthropy as an effective strategy for shaping the community we live in.

The Minneapolis Foundation will continuously invite input from donors, grantees, and other community partners to help us better meet their needs and interests, and to inform the design and delivery of our services.



An evaluation component is included in the strategic plan. It's designed to help us measure our progress and revise strategies as needed to accomplish our goals amid changing conditions.



Visit [Minneapolis Foundation.org](https://www.minneapolisfoundation.org) or call us at (612) 672-3878 for charitable giving services, grant guidelines, and information about community issues.

How We Developed the 2009-2015 Strategic Plan

We sought to identify the greatest opportunities for impact—serving our constituent and community needs—by considering the following:

Constituent input

We sought input from donors, nonprofit representatives, civic leaders, trustees, and staff through a series of listening sessions.

Institutional impact

We reviewed our past community investments – through grantmaking, relationship building, and leadership activities – to determine where we had been most effective; we also evaluated which services we would be best positioned to deliver in the future.

Strategic opportunity

We surveyed the philanthropic landscape and grantmaking practices to inform decisions about community focus areas, strategic partnerships, and grant guidelines.

Feasibility

Through external studies, internal assessment, and best practices review, we analyzed our capacity to deliver on key results and identified opportunities to increase our return on investment and improve our service delivery models.

Leverage

Through extensive listening and research we mapped the intersection of our donors' interests and the communities' needs. From this, we have enhanced our strength as an institution welcoming to all while leveraging shared resources for greater impact.

We look forward to partnering with you!

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About The Minneapolis Foundation

Established in 1915, The Minneapolis Foundation is one of the oldest community foundations in the nation. It was created to help individuals accomplish their charitable goals and to address the needs of the community, especially for those who are disadvantaged.

We manage nearly \$500 million in assets and administer more than 1,000 charitable funds created by individuals, families and businesses in Minnesota. We distribute more than \$30 million in grants each year, according to our donors' wishes and recommendations.

We distribute an additional \$6 million in grants annually through an endowment (created through bequests and other unrestricted gifts) to serve community needs. In addition, The Minneapolis Foundation works with other community leaders to improve the quality of life in our region and serve as a catalyst for dialogue and action on critical issues.