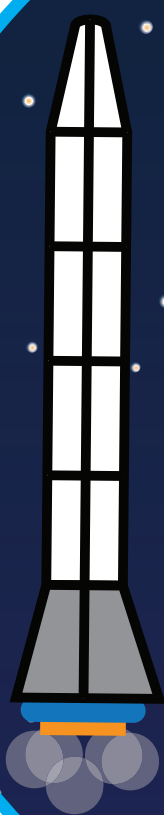


EMPOWERING LGBTQ LEADERSHIP IN PHILANTHROPY »»» TRANSFORMING THE PHILANTHROPIC SECTOR »»» CATALYZING INSTITUTIONAL CHANGE



PROPELLING PHILANTHROPIC CHANGE FOR LGBTQ COMMUNITIES

2019-21 STRATEGIC PLAN

MISSION

Funders for LGBTQ Issues works to increase the scale and impact of philanthropic resources aimed at enhancing the wellbeing of lesbian, gay, bisexual, transgender and queer communities, promoting equity, and advancing racial, economic and gender justice.

VISION

Funders for LGBTQ Issues envisions a philanthropic sector that is inclusive of the full diversity of lesbian, gay, bisexual, transgender, and queer (LGBTQ) communities in both grantmaking and internal practices.

Our new strategic plan outlines three primary strategies — and one internal one — that seek to transform the culture of philanthropy by advancing change at three levels: the sector-wide level, the institutional level, and the individual level. We recognize that lasting change in philanthropy requires deep engagement and interventions at all three of these levels, with a consistent racial, gender, and economic justice lens.



TRANSFORM THE PHILANTHROPIC SECTOR

to better understand, support, and improve the lives of diverse LGBTQ communities and movements.

Through our research and convenings, we have been a leader in the field of philanthropy helping to shape the trajectory of LGBTQ grantmaking. Over the past four years, Funding Forward, our annual gathering on LGBTQ grantmaking, has more than doubled in size, now bringing together more than 200 funders and movement leaders. Over the same period, we released more than 40 reports and infographics on the scale and character of LGBTQ grantmaking, including a landmark report that identified how many LGBTQ people work in philanthropy.

With our new strategic plan, we will continue to serve as a resource hub and thought leader on LGBTQ philanthropy and we will leverage partnerships to advance our mission.

WHAT WE'LL KEEP DOING:

- Monitor trends, gaps, and opportunities related to LGBTQ grantmaking with our annual Tracking Report and other special reports and infographics
- Organize funder convenings and briefings, including Funding Forward, both independently and in partnership with other philanthropy serving organizations
- Build the capacity of LGBTQ funds in the South, with a focus on increasing fundraising capacity and understanding of racial equity and social justice

WHAT WE'LL START DOING:

- Increase the tools and resources we offer to grantmakers who are not currently funding LGBTQ issues and communities, with a focus on Southern grantmakers
- Influence standards and practices for data collection to be more LGBTQ-inclusive

WHAT SUCCESS LOOKS LIKE FOR THE NETWORK:

- Data collection efforts and field-wide research are more LGBTQ-inclusive
- Multiple Southern LGBTQ funds have sustainable fundraising strategies and a strong racial and social justice lens



CATALYZE INSTITUTIONAL CHANGE

within individual foundations to advance internal policies and practices, as well as grantmaking strategies, to more effectively support LGBTQ communities and advance social justice.

Our last strategic plan identified the opportunity to provide support and training to help foundations increase their LGBTQ inclusiveness.

Over the past four years, we have led trainings for more than 20 foundations — several of which have awarded their first LGBTQ grants or implemented new policies to increase their LGBTQ inclusiveness.

With our new strategic plan, we will formalize and expand our training program to support funders to be effective, inclusive, and intersectional in grantmaking for LGBTQ communities and in internal policies.

WHAT WE'LL KEEP DOING:

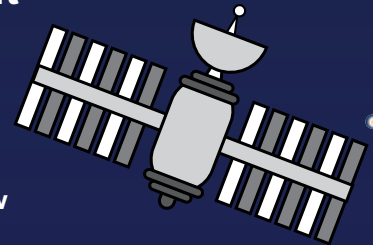
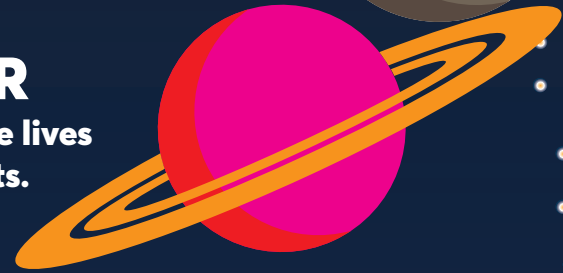
- Identify foundations with untapped potential for funding LGBTQ issues and provide the support necessary to increase LGBTQ grantmaking
- Offer a suite of services, including trainings, to grantmakers looking to be more LGBTQ-inclusive in their grantmaking and internal practices

WHAT WE'LL START DOING:

- Systematize and expand our trainings on intersectional LGBTQ inclusion, with a focus on trans inclusion, racial equity, and Southern LGBTQ communities
- Document best practices and disseminate resources related to LGBTQ-inclusive policies and practices
- Partner with other affinity groups to offer more intersectional trainings and support services

WHAT SUCCESS LOOKS LIKE FOR THE NETWORK:

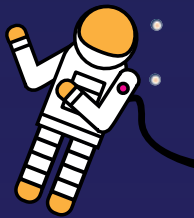
- At least half of foundations we provide trainings for implement one new LGBTQ-inclusive policy or practice
- At least half of foundations we provide trainings for increase their LGBTQ grantmaking





EMPOWER LGBTQ LEADERSHIP IN PHILANTHROPY

by cultivating a village of LGBTQ-identifying people and allies as champions of LGBTQ inclusion, and racial, gender, and economic justice.



With our Grantmakers United for Trans Communities (GUTC), Out in the South, and Ambassadors Initiatives, we have supported individual leaders seeking to make change within their institutions. Thus far, a third of GUTC Leadership Fellows have secured more senior roles in philanthropy during their participation in the fellowship.

With our new strategic plan, we will further to strengthen the pipeline of LGBTQ leaders in philanthropy by supporting and developing LGBTQ people in a range of roles and capacities in philanthropy. We will better mobilize institutional and individual members as leaders in LGBTQ philanthropy.

WHAT WE'LL KEEP DOING:

- Support trans people working in philanthropy with the GUTC Leaders Fellowship
- Develop the leadership of LGBTQ people and allies in the U.S. South with Out in the South
- Help LGBTQ-identified grantmakers deepen their understanding of the many intersectional issues affecting LGBTQ communities

WHAT WE'LL START DOING:

- Connect and support LGBTQ-identified people in philanthropy with more regularity and structure
- Engage trustees and CEO/C-suite executives more systematically
- Update our membership package for both individual and institutional members with new benefits and ways to plug into the network

WHAT SUCCESS LOOKS LIKE FOR THE NETWORK:

- 80% of GUTC fellows report feeling more support to achieve their career objectives
- Implementation of plan for increasing member engagement



ASPIRE TO THE HIGHEST STANDARDS OF A PHILANTHROPIC NETWORK

by effectively communicating our work, building a sustainable and healthy organization, and living our values of LGBTQ, racial, economic, and gender justice.

Over the last five years, we have grown quickly, with both our staff and our budget more than doubling. To accomplish all of our goals, we acknowledged we needed a staff of the right size and structure.

With our new strategic plan, we plan to increase awareness of our full range of programming and ensure our sustainability through effective financial, fundraising, and human resources management. We will continue to implement internal policies and systems that model best practices for diversity, equity, and inclusion and live our values of LGBTQ, racial, economic, and gender justice.

WHAT WE'LL KEEP DOING:

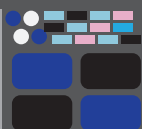
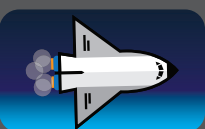
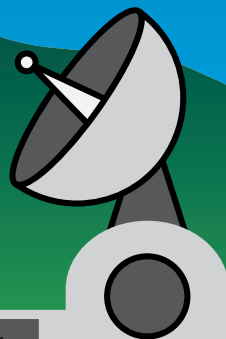
- Build a diverse board and staff that reflects our social justice values and the intersectional experiences of LGBTQ people
- Improve our human resources policies and practices to support our diverse staff
- Increase the organization's sustainable revenue

WHAT WE'LL START DOING:

- Restructure the organization to include an executive team of Vice Presidents
- Increase the scope and reach of our communications around the full range of our work and impact
- Implement a staffing plan for moderate growth, particularly in communications, trainings, and fundraising

WHAT SUCCESS LOOKS LIKE FOR THE NETWORK:

- Increased representation and leadership of women of color and transgender people among the staff, board, and working groups
- Sustainable revenue - e.g. individual donations, memberships, and earned revenue — increases from 25% to 33% of annual operating budget



CONTINUING INITIATIVES

OUT IN THE SOUTH

Out in the South, an initiative of Funders for LGBTQ Issues, aims to transform philanthropy in the U.S. South to honor the fact that LGBTQ people and families are a part of every community in the region. We work to increase philanthropic resources that support a healthy ecosystem of LGBTQ organizations in the U.S. South. By bringing more funders to the table, investing in locally-driven Southern funds, and helping grantmakers increase their cultural competency, we work to reverse the historical trend of underinvestment in LGBTQ communities in the U.S. South.

GRANTMAKERS UNITED FOR TRANS COMMUNITIES (GUTC)

Grantmakers United for Trans Communities (GUTC), an initiative of Funders for LGBTQ Issues, aims to inspire a philanthropic culture that is inclusive and supportive of trans people through grantmaking and decision-making.

MISSION CONTROL TOOLS



CONVENING + COLLECTIVE ACTION

Bringing together the current grantmakers committed to LGBTQ issues so that they may connect with one another, learn from each other, coordinate their efforts, and maximize their impact.



OUTREACH + TRAINING SERVICES

Identifying grantmakers ready to be more LGBTQ-inclusive in their grantmaking and internal practices and offering them the tools and trainings to help them identify how LGBTQ issues intersect with a range of grantmaking priorities and how they can be a more LGBTQ-friendly workplace.



RESEARCH + COMMUNICATIONS

Producing original research to monitor the character of LGBTQ funding and synthesizing said research into clear and compelling reports and infographics that identify trends, gaps, and opportunities.

MISSION CONTROL TEAM MEMBERS

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FUNDERS FOR LGBTQ ISSUES

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* Former board member, active during the strategic planning process
‡ Served on the strategic planning committee.