

Strategy:

A. Influencing its broad base of members to do more effective grantmaking

Strategic Outcome:

A1. PNY has a large and engaged broad-based membership

Targets:

- A.1.1 PNY has engaged 30% of individual members in PNY activities
- A.1.2 PNY has engaged 70% of CEOs of member organizations to build trust and relationship
- A.1.3 PNY has maintained a membership of 265 - 270 institutional members
- A.1.4 At least 60% of member organizations have at least one staff member or trustee connected to a PNY group (network, working group, roundtable, etc.)
- A.1.5 PNY staff and board are equipped and deployed to engage with members as ambassadors for PNY

A.2 PNY consistently exposes members to more effective grantmaking practices

Targets:

- A.2.1 PNY develops a shared definition of "effective grantmaking" practices that guides org-wide decision making and design around funder programming.
- A.2.2 One-third of PNY programming offers funders an analysis around issues of inequity and injustice in NY
- A.2.3 PNY will prioritize 2-4 specific effective grantmaking practices that will be amplified through learning, member engagement and communications
- A.2.4 PNY will offer funders 1-2 opportunities per quarter to practice specific grantmaking skills

A.3 PNY convenes to create space for collective thought, strategies and action

Targets:

- A.3.1 PNY has engaged members to uphold commitments to equity in their grantmaking
- A.3.2 PNY has engaged trustees of at least 30 member institutions in collective learning on purpose-driven board governance
- A.3.3 PNY offers 1-2 programs that build personal leadership strategies for action

B. Amplifying trustworthy messages

Strategic Outcome:

B.1 PNY members learn about, and practice, public policy advocacy

Targets:

- B.1.1 PNY will provide learning opportunities for members that equip members to engage in policy work
- B.1.2 PNY will provide 12-15 opportunities for members to practice policy advocacy to address conditions that prevent effective grantmaking

B.2 PNY communications strengthen members' trust in PNY

Targets:

- B.2.1 PNY will communicate about our impact internally and externally
- B.2.2 PNY will communicate our leadership and support for organizational change and policy advocacy
- B.2.3 PNY will amplify trustworthy messages around effective grantmaking and collective action from members and field partners

C. Embedding racial equity content and practices in its operations and programming

Strategic Outcome:

C1: PNY exposes members to racial equity and power-aware practices in programming

Targets:

- C.1.1 70% of PNY programs have at least 1 learning objective related to racial equity and/or power in the sector

C.2 PNY equips board and staff with the knowledge and skills to embed racial equity into their roles and work

Targets:

- C2.1 - PNY provides Board and staff an opportunity to strengthen their racial equity practice annually.
- C2.2 - PNY Board Committees establish commitments to advance racial equity through their committee work.
- C2.3 - New staff receive an orientation on the frameworks and skills PNY uses to embed racial equity within its work.

C3. PNY establishes organizational policies, processes, practices that embed racial equity into its operations

Targets:

- C.3.1. PNY staff will adopt a set of internal working agreements for greater accountability
- C.3.2. PNY focuses on integrating and improving 2-3 existing policy, process, practices changes