

## Executive Director Annual Goals and Objectives

### NAME YEAR Annual Goals and Objectives

*Note: Customize to your role; Align with your Strategic Plan; As much as possible, write in outcomes, not activity language (the real sample below is a mix of outcomes and strategies and tactics)*

#### **Vision (5%)**

1. Articulate ORGANIZATION's vision during board meetings, staff meetings, speaking engagements, and in written communications at least 2 to 3 times per month.
2. Ensure that communications inspire and enroll staff, board, and current and prospective members. At the end of the year, evaluate the impact of donor and staff communications to determine whether they articulated vision adequately.

#### **Strategic Direction/Planning (10%)**

1. Implement strategic plan primarily by facilitation and execution of the following top campaign priorities:
  - a.
  - b.
2. Ensure the completion of these additional top-line goals:
  - a.
  - b.

#### **Diversity, Equity, and Inclusion (10%):**

1. Support a more inclusive culture by completing the following trainings and developing the following practices:
  - a.
  - b.
2. Build more equity into our workplace by ensuring that staffs' success cannot be predicted on the basis of race, class, gender or sexual orientation, or other identities by accomplishing:
  - a.
  - b.
  - c.
3. Increase our team's diversity by focusing on creating a more inclusive culture that welcomes and embraces all identities and by actively reaching out to communities that we might not

have previously connected with, including for campaigns, organizing, allyship, and hiring.

Practices for each focus area include:

- a. Campaigns:
- b. Organizing:
- c. Allyship:
- d. Hiring:

### **Fundraising (35%)**

1. Cultivate \$50,000 in new individual donor support, including at least four new individual donors who give at the four-figure level and one new donor who gives at the five-figure level.
2. Catalyze at least two, and ideally four, new foundation commitments that provide significant new sources of restricted revenue for programs.
3. Ensure that we sustain our commitment to the diversified fundraising model in which all programs and campaigns have a diverse base of support from both individuals and institutions. This is indicated by each priority campaign and each program having multiple foundation supporters and multiple individual supporters at the \$10K level or greater.
4. Prioritize engagement with the 120 major donors identified in my portfolio to ensure that all budgeted major gifts are secured.

### **Events (5%)**

1. A and B Area trips. Catalyze participation of at least 15 individuals by June 1 for both of the two September trips, resulting in new financial commitments of \$50K per trip.
2. Attend house parties in A, B, and C cities that deepen connections with current donors and recruit a minimum of 5 new \$1K donors at each event.
3. Attend our two major annual events and connect with at least 10 new major donors and 20 current major donors who are not at my table at each event.
4. Secure at least two table commitments at each event.
5. Ensure March 15 concert in partnership with the A City Symphony Orchestra elevates visibility by connecting me with at least five new donors.

### **Communications (5%)**

1. Internal: Write at least one email per month to all staff; take 5-10 minutes of every staff meeting to update staff on priority organizational matters and use the time to articulate important values or an aspect of the vision.
2. External: Write two blogs or op-eds per month on high visibility issues or campaigns; write two Major Donor updates for fundraising purposes.

### **General**

1. Ensure that we have an excellent staff retreat that inspires, rejuvenates, and aligns staff. Ensure that the agenda includes sessions that focus on:
  - a. Building campaigning skills
  - b. Preparing us for any outcome of the November election

### **Advocacy (5%)**

1. Ensure that we have an elevated commitment to digital advocacy that increases member engagement on priority campaigns. This means four priority campaigns will have consistent/branded graphics and at least monthly action alerts.

### **Management (15%)**

1. Ensure Leadership Team provides strategic direction for the organization, as measured by driving at least three significant decisions through the Leadership and Conservation Teams.
2. Provide ongoing, timely, and robust feedback in the oversight and management of each member of the Leadership Team, including conducting annual reviews.
3. Ensure that all staff participate in and benefit from written and in-person evaluations.

### **Board (10%)**

1. Build deeper relationships with every board member by having at least one call and one meeting with each member. Meet with the Executive Director evaluation committee twice annually, fundraising committee quarterly, and executive committee monthly.
2. Ensure each board meeting includes a strategic agenda that includes presentations from the Leadership Team and other program staff presenting key campaigns.
3. Recruit three high-quality new board members by January 2021 who are aligned with the organization's vision, values, and aspirations.
4. Write monthly 2 to 3-page organizational updates highlighting key staffing, program, and fundraising developments.

### **Resilience**

1. Model practices that support my well-being and also send a clear message to staff that I support theirs, such as not working on weekends, not sending emails late in the evening, taking real vacations, etc. (*Get as specific as possible in your commitments.*)