

CRITERION INSTITUTE

Criterion Institute: Strategic Plan 2015-2020

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Executive Summary

Criterion was founded in 2002 and since then we have innovated in the field of sustainable finance, with a particular focus on how that field intersects with the women's movement and various expressions of the Christian church.

A planning process over the last five months led us to name a new vision: **an economy that works for all** and a new mission: **To broaden what matters in our economic decisions by expanding who has power and influence in the work of reinventing the economy.**

We will focus this mission in the areas we know best, working with churches and within the women's movement.

The mission focuses our work on two intrinsically connected challenges. First, our current financial systems isolate economic decisions from the real world, relying on calculations increasingly distant from human lives. We need to broaden and deepen what matters in our economic decisions. Second, it is not enough to include a few more considerations; we need to also expand who sees themselves shaping those calculations and decisions: who see themselves at the table. We will only create an economy that works for all when people believe that they can influence our economic systems. We will only create an economy that works for all when we expand who has authority in the work of reinventing the economy.

The work of incorporating new criteria in decision making and inviting new players to participate requires the sensitivity to bridge and translate and the ability to create contexts which push new thinking. Criterion's values of grace, hospitality and the power of invitation have defined our work for the past thirteen years as we honed the competencies and knowledge to do this work. We know how to invite and welcome strangers with such radical hospitality that all can participate in imagining and creating new possibilities.

The strategic plan defines goals and strategies over the next five years for an organization that contains two programs, (re)Value Gender and 1K Churches, under one mission. It also lays out the pathway to grow the two programs. This plan projects the growth and development of Criterion and its two key programs following a transition period (June-December, 2014) during which the leadership (both board and staff) of the organization will shift and the other programs will be shed or transferred to other organizations.

(re)Value Gender and 1K Churches share programmatic elements:

- Each program introduces new players through a self-guided study which leads to a simple action and a seat at the table.
- These broad-based experiences build momentum and a sense of collective action: 1000 Bible studies

and loans or 1000 gender study groups and investments with 10,000 participants in each.

- They both feature design labs and research projects to deepen the level of practice and design and to demonstrate tangibly what happens when you change the criterion for economic decisions.
- Finally, we amplify and broadcast the insights, messages and results of this work through the appropriate media.

In the end, though, systems change cannot be sustained through individual action and institutional demonstrations alone. We will embed this work in the institutions themselves, shifting the orientation of the various expressions of church and the organizations of the women's movement to recognize reinventing the economy as part of their core agenda. Our programs will work to integrate the call for economic change into the church's understanding of its call and mission and help women's organizations see finance as a tool for social change.

Through these programs we will invite, engage and equip leaders, networks and institutions who, over the long term, will take a seat at the table and together create an economy that works for all.

Vision and Mission

Vision: **An economy that works for all**

Mission: **To broaden what matters in our economic decisions by expanding who has power and influence in the work of reinventing the economy.**

Values and Principles

Criterion was founded on three values: grace, hospitality and the power of invitation. These values have consistently shaped the life of the organization. The new mission statement and the two focused initiatives represent an even deeper commitment and alignment with these values.

Grace: Even in the midst of brokenness and despair, **we discover possibilities where people are and where the world is.** The economy, even though it clearly does not work for all, can be a place where we see something better breaking through, trusting grace to surprise us.

We are not encouraging people to ask for power. We are helping them recognize and exercise the power they already have. We make connections visible so they see finance and reinventing the economy as a place where they can act, engage, have influence. We are equipping and empowering people to take up their authority and to see that they already have permission to take action.

1. There are people prepared to have these conversations, today. We aim not to tell people what they should be doing, but to connect people seeking to create and engage them more deeply.
2. This work is not about molding the conversation to fit an agenda, but about opening up imaginations about what matters. We are non-partisan and a rich diversity of thought is crucial to each of our programs.

3. We abide by the principle of non-instrumentality - women and churches are not means to another end. Our mission is the empowerment of more people to participate in reinventing the economy.

Hospitality. Welcoming the stranger, knowing the stranger will change you. The work of reinventing the economy excludes through subtle forms, such as the use of technical language that vets who is “in the know.” And cultural practices reinforce which imaginations are allowed and which are dismissed. Our understanding of enlarging the table includes a radical form of hospitality, in which we invite and engage the new person expecting that we will be changed, rather than expecting to change the other.

4. We do our best to lower structural and other barriers to entry and provide easy, accessible starting places for participation in the work. We are careful to make sure our practices and methods don’t exclude the very people we are working to empower.
5. We strive to balance openness and specificity. We have chosen to focus on gender and church, without excluding other faiths or issues like race and class, in order to focus our strategies and stand somewhere clear.
6. Our programs adapt to different sectors, context and goals. The point is to cause a cultural shift, so that people believe they can change the criteria for economic decision making. It is not to shift the economy in a singular direction.

Invitation: Expand, strengthen, deepen pathways to meaningful participation. Relationships begin with the invitation. We are as focused on the process of the invitation and how we make room at the table as we are on the conversations and actions that can take place when all are seated.

7. Our work is grounded in context, be it a local community, an issue area, or an asset class in finance. We build on the ecosystems that already exist while creating a new place for discovery.
8. We make our learning transparent and broadly accessible. It is not enough to enrich a few organizations; we will build a knowledge base that can be widely used, debated and augmented through collaborative efforts.
9. We are learning how to have these conversations. We create and identify places to practice, not just to produce refined outcomes.

These values have served us well as an organization for the past 13 years. They have shaped our practices and our strategies and how we see the world. In particular, they have driven us to think about invitations that are hospitable and grace-filled, and that convey that the world is already connected, that we all have the power of invitation.

Theory of Change

The core work of shifting what matters and who has authority in economic decisions intersects with two fields of work, gender lens investing and the church as an economic being. Our work, relationships and grounding in each of these fields informs our understanding of systems change and therefore our strategies and approach.

Grounded in Gender Lens Investing: As a result of our leadership building in the field of gender lens investing over the past 4 years, we have prioritized three challenges: First, to expand (significantly) the number of people

who are able to integrate gender and finance. The field is still new and we do not have a deep bench of expertise. Second, to build a broader bank of proof points, that is, insights that would expand the imagination and the depth of thinking around how gender matters in finance. Finally, to shift the thinking of women's studies programs and women's organizations. Traditionally, these groups have seen finance as a weapon not a tool. This has made it difficult to engage the knowledge and assets of these players in the field of gender lens investing. In the development of (re)Value Gender we have sought to build a methodology that would bridge gender expertise and finance expertise and create a space for leaders to practice, build insight and evidence and, finally, develop a bridge from women's organizations to the world of investments. Now it is time to make that methodology accessible in multiple forms.

Learned from Church as an Economic Being: In our work in churches, particularly over the last decade, we experienced the intersection of finance and church as contested territory. Conversations about money in church and about the relationship between church and the economy do not go easily. Contemporary churches have seen themselves either as separate from the economy or as a balm for the woes of the economy, but not as an agent of change in our economic systems. Often, when conversations about finance occur in church, they are disconnected from the richness of the faith tradition. In building 1K Churches, we sought to build a conversation inside the church that is grounded in what churches already know how to do (study groups) and then bridge to a simple action (a loan to a microbusiness) in the community. We have an opportunity to build on this momentum to work with denominations, seminaries and other institutions of the church so the church can sustain the work of empowering its members to discover God's economy.

Our theory of change responds to these particular contexts and draws on our experience experimenting with field building and systems change efforts, and research efforts conducted within the Leaders Shaping Markets initiative.

Cultural Reframes

Change is cultural work. It demands the cultural work of shifting the imagination: the issue, the problem and the boundaries of the system. Our most significant impact over the past 13 years is grounded in a series of reframes.

1. Our work for the Methodist Pension Fund created a framework in which health was measured by what it takes to be in mission, rather than by what it takes to engage in work. This reframe drove a denominational strategy for a decade.
2. Healthcare_Uncovered reframed medical debt to be seen as a cash market in healthcare. It created a new set of opportunities for both investment and for policy.
3. As we launched Good Capital we talked about moving away from two-pocket thinking, to invest and to do good. Eight years ago, investing in order to do good was a radical reframe.

Reframes shift peoples' imagination to see possibilities where they saw barriers. Reframes help build bridges by employing empathy to understand how people see the world and what lenses can shift to change the vision. A reframe is in itself an invitation to engage in a different conversation, but also to see yourself in the conversation in a new way.

In the methodology for 1k Churches we lead people through a set reframes, each of which shifts what they see

as possible, important, and where they see themselves in the work of reinventing the economy. The primary reframe that drives 1K Churches is that relationships are at the core of reinventing the economy. How does our faith inform now we can be in economic relationships?

The reframes of (re)Value Gender require a careful navigation of not just our understanding about finance but of our assumptions about gender and potential biases around women and girls. One, particularly compelling reframe, is about how, in thinking about gender and investing, we need to move from counting to valuing.

The work of reframing requires constant adjustments and adaptation as we learn how these reframes shape who sees themselves in the conversation and how.

Invitations to a simple action

We, as a society, have a tendency to de-personalize the economy as if it is a force of nature like a hurricane or an earthquake. We talk about economic forces as if there is no human agency. And, as a society, we privilege the expert knowledge of finance. Even those who know a good bit demur from claiming expertise. In this context, all but the most exquisitely credentialed require a compelling invitation to approach the finance table, especially when it's set to rethink the rules. We need to hear we have permission to engage - even if we already have it - and to access safe spaces to practice financial language and analysis.

The 1K Bible study and self-guided process for (re)Value give access to the knowledge and language to participate, grounded in a familiar experience. The loan or investment at the end requires engagement but is relatively simple. We have learned to simplify the action so the focus can be on the reflection, both personal and societal.

A base of leaders equipped for this work

We are committed to building systems and structures that support and further human development to empower more people to create the future. We cannot simply innovate our way to a new future. We will welcome new people and populations to the table, and support them that they may both take their seats with greater confidence, and influence the mindsets of those already there.

The collective action behind each of the self-guided processes builds a base of ten and twenty thousand leaders who have engaged in a simple action. As we learn about this base of individuals and networks, we will share their stories with each other, identify potential for additional collective action and find ways to convene them regionally and at an annual national conference.

Design and demonstration of new possibilities

It is too easy to do the proscribed action and think we are done: to write our senators, to buy a different brand, to shift our investments as we are advised. We need leaders who don't simply do what they are told but actively work to rewrite the rules of finance, the rules of investments, to change what matters.

Criterion will adapt our current Structure Lab to become Design Lab where we engage leaders in learning to use the components of finance and investments to build new solutions for their community, their institution, their cause. Here they can change what matters in the criteria, the valuation, the decisions within the tool.

In order to build the momentum and the credibility, we will do the research and design work to demonstrate (at increasingly sophisticated levels) what is possible, directly engaging with financial institutions to shape what matters in their financial decision making.

Institutional structures to sustain leadership

The women’s movement and the institutions of the church both have equipping leaders for change work at the core of their mission. The momentum and movement we are building through these simple actions and demonstrations of leaders reinventing the economy could be stewarded long term by these institutions, if they saw that as their role.

Both sets of institutions tend to stand stalwart and guard themselves against the economic systems that lead to oppression, exclusion, and inequality. This stance positions them outside of and often suspicious of work that actively engages in change through the economic tools. The programs are developing strategies to engage leaders in these institutions so that finance can be seen as a tool of social change.

Amplification of the work

We will expand the reach and normalize the cultural shift by broadcasting narratives, and images that reinforce the identities and the authority of the individuals and institutions who are engaged in the work. It is not enough to give individuals experience; those experiences must echo broadly and continue to invite others and give others permission to believe that each of us can change the rules of the economy.

Five Year Goals

	1K Churches	(re)Value Gender
A	1000 churches do the 1K Churches Bible study and make a loan of \$500 to \$5000.	1000 small groups to experience the (re)Value self-guided process and make an investment.
B	From the base of 10,000 participants, steward a leadership cadre of 500 or more individuals equipped to step up to the table and exert influence in reshaping the economy.	From the base of 10,000 participants, equip a base of 500 or more individuals through tools and methodologies, opportunities for practice and an expert identity to join in the work of investing with a gender lens.
C	Enable 25 institutions that are expressions of the church to integrate their theological imagination into their economic decision making, in particular the structures and practices of financial intermediation.	Enable 25 institutions to integrate gender analysis into financial analysis, applying and expanding the (re)Value methodology across a range of asset classes and in a variety of sectors and contexts.

D	30 institutions of the church and para-church organizations are actively engaged in providing programs that support people of faith in their call to influence the economy to work for all.	As a result of research conducted on 10 of the most pressing issues that disproportionately affect women, women’s organizations understand and begin to develop initiatives that reflect that finance can be a strategy for social change.
E	The new thinking and visible results are amplified through media, formal and informal networks and other forums of influence as a visible symbol of what is possible.	The new thinking that results from this work is amplified through the media, global networks and conferences and other forums of influence, demonstrating that gender matters in finance.

Strategy

(re)Value Gender and 1K Churches programs mirror each other in their core strategies. But, they have different emphases, they work in different networks and institutional structures, and the strategies are at different levels of development.

1. Develop compelling communication and **thought leadership** around the cultural reframes that build on examples, insights and a range of stories.
2. Build the core **methodology** and documentation that supports individuals and institutions to integrate gender analysis and financial analysis or a theological imagination into a financial structure.
3. Create and package a simple invitation experience that is between one and three hours that can be added to a conference or hosted in an evening event. In our 1K program, we call this a “taste of” experience and it has been a light introduction meant to lead to other forms of engagement.
4. Design and continue to develop the tool kit for **self-guided, small group process** - the Bible study for church and a small group study for women’s groups (including donor circles, book clubs, and other networks). The content of the tool kit includes background on gender/finance and theology/finance. The tool is free of cost except for the investment amount. And the focus of the loan can be adopted to different issue areas or mission concerns.
5. Put in place **distribution and marketing systems**, including regional and issue based coordination, national partnerships, endorsers and ambassadors, effective product development and packaging that enable the group to make the decision to participate.
6. Build effective, sustainable **organizing structures** that will continue to support the base engaged in reinventing the economy including regional or issue based organizing staff, an annual conference, and story site that allows for self-generated content.
7. Adapt our current Structure Lab to be a **design lab**, a facilitated day long experience, where individuals on their own or representing an institution can design for what they want to have matter in economic decisions. These Labs will be offered to the public and offered in the private setting of an institution or community group.
8. Structure and continue to implement customized **research and design processes**. Often these research processes will emerge from the Design Lab.
9. Organize round tables and **collaborative program development** within the institutional setting of

the church and the women’s movement to foster their ability to support leaders working to reinvent the economy long term.

10. Implement a **media and communications strategy** that will amplify insights of this work, telling the story as we build it, and strengthening the collective voice of those working to create an economy that works for all.

Activity by Strategy

Strategy	(re)Value Activities (year)	1K Churches Activities (year)
Thought leadership	Participate in and speak at key conferences (all years) Publish a blog with insights from (re)Value (starting 2015)	Participate in and speak at core conferences (all years) Write book on the core reframes of 1K with Matt Boulton (2015, published 2016)
Methodology development	Continue to develop and document core methodology of (re)Value about the practices of integrating finance and gender, engaging experts in both finance and gender (2014) Refine methodology through application to specific contexts (2015 and beyond) Publish about methodology in relevant journals (2016)	Build on the reframe in the Bible study to develop strong methodology around integrating finance and a theological imagination (2015) Integrate the methodology into the design lab and research design and processes (2016) Refine methodology through application to specific contexts (2016 and beyond)
Invitation experience	Develop and package simple communication tools that introduce the ideas of (re)Value (2014 and beyond) Develop and roll out an hour-long module for (re)Value to incorporate into conference settings. (2015 and beyond) Host a series of (re)Value Salons and informal gatherings in key cities (begin in 2015 and increase frequency and distributed leadership in 2016 and beyond)	Host a series of “Taste of 1K Churches” events in key cities (building on work begun in 2014 and increasing in 2015 and beyond) Develop and roll out an hour-long module for 1K Churches to incorporate into conference settings. (2016 and beyond)
Self-guided process and tool kit	Develop and pilot self-guided process (2015) Package kit and scale program delivery (2016 and beyond)	Package kits for Bible study (2014) Continue to build additional tools to support bible study (2015 and beyond) Develop next self-guided process (2017)
Distribution systems	Build infrastructure and partnerships for distribution of self-guided process (2016 and beyond)	Build infrastructure and partnerships for distribution of Bible study (2014 and beyond)

<p>Organizing structures</p>	<p>Define organizing structure for (re)Value (2015) Build infrastructure to support participants in (re)Value and continue to give them places to practice and engage (2016 and beyond) Develop and implement annual conference around (re)Value (2017)</p>	<p>Refine process and support for Regional Coordinators (2014) Host conference in 2015 and each successive year Expand role and sites regional coordinators (2016 and beyond)</p>
<p>Design Lab</p>	<p>Develop pilot beta version of (re)Value Design Lab (2015) Roll out Design Lab initially within core relationships and then market more broadly (2016)</p>	<p>Design core financial tool kit within Design Lab, adapted from Structure Lab and introduce to 1K Churches participants (2015) Roll out Design Lab initially within core relationships and then market more broadly (2016)</p>
<p>Research and design process</p>	<p>Design (re)Value research process (2014) in increasingly more comprehensive forms (and beyond) Develop research implementation strategy and supports (2015) Build base of documented case studies from research projects (2015 and beyond)</p>	<p>Design research process for methodology integrating theological imagination and financial imagination (2015) Develop research implementation strategy and supports (2015) Build base of documented case studies from research projects (2015 and beyond)</p>
<p>Collaborative program development</p>	<p>Publish white paper around how the environmental movement has used finance as a tool of social change (2014) Design process to support issue-first research methodology (2015) Partner with coalitions to implement two research programs that demonstrate how finance is a tool for social change (2016) Implement additional eight projects (2017 and beyond)</p>	<p>Work with select seminaries to develop intensive programs to enhance the capacity of future church professionals (Design in 2015 and implement beginning 2016) Host ecumenical and denominational round tables with denominational leaders and strategize ways to incorporate the 1K Churches mission into the mission of their organizations (2016 and beyond)</p>
<p>Media and communications strategy</p>	<p>Design website and brand (2015) Broadly publicize insights of (re)Value through articles, blogs, publishing, speaking, etc. (on-going)</p>	<p>Design website and brand including a story site to foster sharing stories of participation in 1K (2015) Broadly publicize results of the program: learning, impact, stories in articles, books, blogs, church publications, etc. (on-going)</p>

Product Design and Methodology

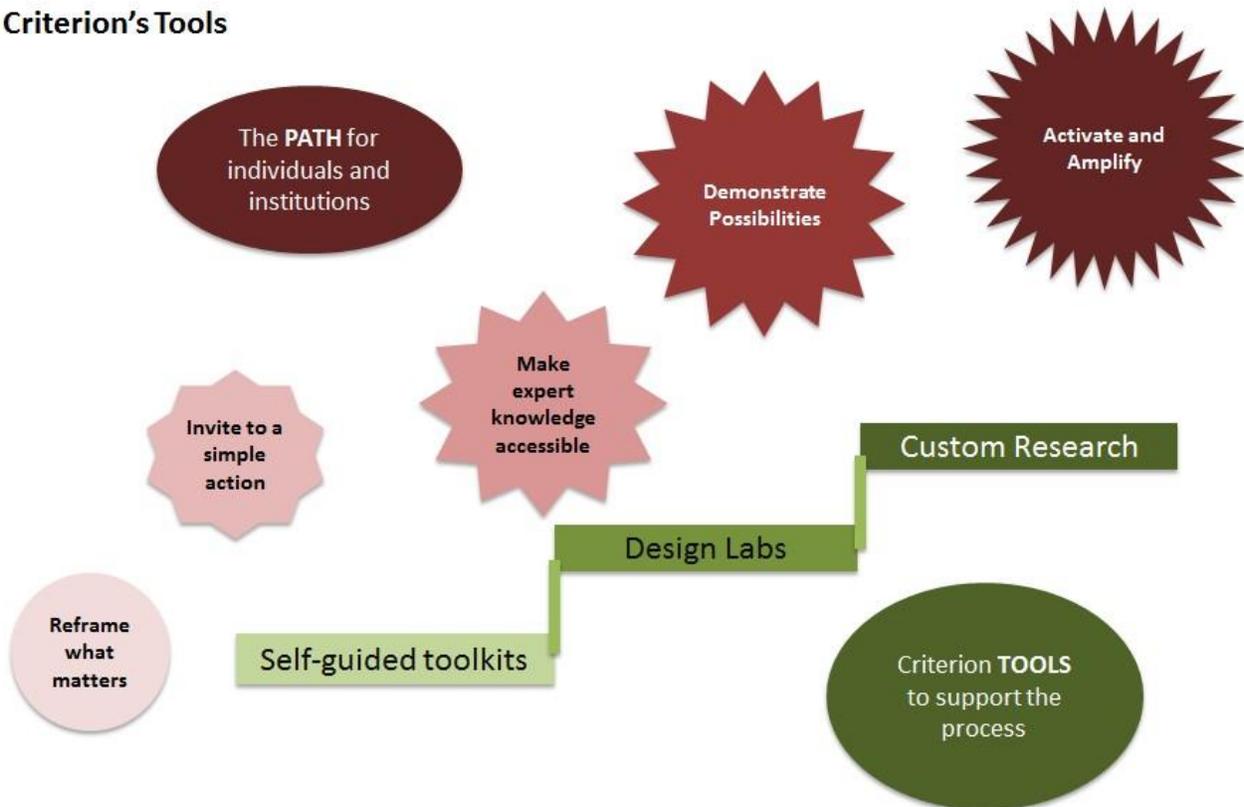
Our theory of change and our historical experience will shape the development of our core

products and offerings moving forward.

1. We learned from initial 200 participants in 1K that we needed to start with what the congregation already knew how to do and keep the action simple to keep focus on the relationship.
2. Within the first five pilots of (re)Value research we have learned how to position the reframes within the context of a discovery process that allows for room for intuition and insight.
3. From the 800 participants in Structure Lab over the past five years, we have demonstrated the importance of breaking complex knowledge into component pieces.
4. Over our 16 Convergence conferences in the last 10 years, we learned how to create experiences where individuals can quickly build trust and relationships to get the real work done.

Over the next years, we will continue to reflect on and document what we learn in the process of implementation and creating invitations that expand who sees themselves at the table to reinvent the economy.

Criterion's Tools



Program Priorities at a Glance

The program priorities outlined below are representative, based on current partners and conversations. Our programs are designed to scale and incorporate a growing circle of partners, issues, sectors and geographic scope.

	Regional or Sector Focus	Issue Areas	Key Partners
1K	Atlanta San Francisco Boston Indianapolis Minneapolis Baltimore	Economic development Immigration Veterans concerns Creation care Racial justice Children and youth Food systems and hunger Prison justice Gender and women's issues Elderly and aging concerns	Local churches Denominations Seminaries ParaChurch organizations (such as Habitat for Humanity)
(re)Value	United States Canada United Kingdom Asia (Thailand) Agriculture Pharmaceuticals Technology	Women's political leadership Land rights Sex trafficking Wage gap Violence against women Women's economic empowerment Livelihoods of single mother head of household Caregiving and aging	Women focused organizing groups Networks of women in finance and investments Analysts in asset management firms Staff at gender focused NGO's and philanthropies Universities and research centers

As we continue to implement, we look forward to discovering overlaps between gender and church: between the women owned micro-businesses that receives a loan from a church and the thinking about credit strategies with a gender lens, or within women's groups within churches, or faith-aligned strategies within the women's movement.

Key Metrics for Impact Assessment

Systems change metrics are always particularly challenging. We have included below a preliminary set of metrics which would demonstrate impact along the elements of the theory of change. These metrics will be refined and developed in consultation and over time.

Element of theory of change	Metrics for (re)Value	Metrics for 1K Churches
Cultural reframes	Ease of adoption or incorporation of reframes into language and actions by individuals and institutions. E.g. measured by increased level of adoption of language of valuing v. counting women in presentations around investing in women.	Ease of adoption or incorporation of reframes into language and actions by individuals and institutions. E.g. measured by decreased time for church to make a decision to participate in the Bible study.

Invitations to a simple action	Number of insights, a body of research and proof points for how to value gender in finance. Number of participants and leader in the self-guided process.	Number of micro-businesses helped and relationships formed between churches and micro-businesses. Number of participants and leaders in the Bible study.
A base of leaders equipped for this work	Quantity and depth of confidence in a field of “experts” who can value gender in finance. (Potential for a longitudinal study of these individuals.)	Quantity and depth of confidence of an engaged network of leaders who have a new or expanded voice, shaping the criteria of economic decision-making. (Potential for a longitudinal study of these individuals.)
Design and demonstration of new possibilities	Number of institutions deploying or managing capital that reflects the results of research that integrates gender analysis and financial analysis.	Number of institutions deploying or managing capital that reflects the results of research that integrates their theological imagination with a financial imagination.
Institutional structures to sustain leadership	Increasing number of women’s organizations actively incorporating finance as a strategy of social change into the design of their programs.	Increasing number of economic change agents sustained by systems of the church designed to support people to change the economy to work for all.
Amplification of the work	Traces or echoes of our work, measured through feedback loops within key constituencies, e.g. impact investing and gender-oriented conferences, articles published, web-site hits, interviews and speaking engagements.	Traces or echoes of our work, measured through feedback loops within key constituencies, e.g. coverage in church media and inclusion in program priorities of church institutions, articles published, web-site hits, interviews and speaking engagements.

Leadership

To build a strong foundation to support these strategies, Criterion will work to shift the leadership and begin to building out a leadership team and a strong board that can sustain the organization long term.

Team

Joy Anderson, founder, has led Criterion for the past 13 years and will continue to lead the organization. She will build a strong operational team so she can focus her talents in thought leadership, direct involvement in research contracts, and product design and development.

As we build the organization and programs we will use consultants and contractors to expand capacity in a variety of ways, to deliver programs as regional coordinators for 1K Churches or (re)Value researchers, for example, and to contribute specific design or development skills such as website development and product design.

Over time, we will build out a core team and dedicated program leadership.

1. Engagement Manager (in 2014)
2. Communications Manager (in 2015)
3. COO/General Manager (in 2015)
4. (re)Value Director (in 2016)

5. 1K Churches Director (in 2016)
6. Development Director (in 2017)
7. Events Coordinator (in 2017)
8. Program Associates for (re)Value and 1K Churches (in 2017)

Board of Directors

Our board of directors has served effectively as a Founding board, particularly over the last 3 years as we transitioned from a for-profit to a not-for-profit organization. We are expanding our board, including some transitional board members, who can lead the organization into the future.

Our current Board of Directors

- Cheryl Dahle, President
- Andy McCarroll
- Michele Kahane
- Katherine Collins
- Joy Anderson

Key Milestones in board development

1. Summer, 2014 recruit 2014 two new board members.
2. Reach 7 board members by Q1 2015.
3. Advisory committee for the purpose of prestige and fundraising for each program in place by end of 2015. Chairs of each committee are ex-officio members of the board.

Financial Model

Revenue Model

	2015	2016	2017	2018	2019
Donors to Criterion	150000	175000	200000	225000	250000
(re)Value					
Donors to the Initiative	200000	225000	250000	250000	250000
Research Grants and Contracts	250000	275000	325000	400000	400000
Conference Sponsors and Registrations		50000	75000	75000	75000
Design Lab Fees and Registrations	25000	50000	75000	75000	100000
(re)Value Total	475000	600000	725000	800000	825000
1K Churches					
Donors to the Initiative	150000	200000	250000	300000	300000
Research Grants and Contracts	100000	125000	150000	200000	225000
Conference Sponsors and Registrations	50000	50000	75000	75000	75000
Design Lab Fees and Registration		25000	50000	50000	75000

1K Total	300000	400000	525000	625000	675000
	925000	1175000	1450000	1650000	1750000

Expense Model

	2015	2016	2017	2018	2019
Core Staff with benefits	483,000	610,420	995,536	1,069,332	1,101,412
Contractors	150,000	160,000	220,000	280,000	320,000
Program Costs	140,000	115,000	110,000	135,000	175,000
Overhead	110,000	126,000	129,000	129,000	134,000
Total	883,000	1,011,420	1,454,536	1,613,332	1,730,412
Operating Reserve	42,000	205580	201044	204711	224299

Assumptions

The revenue numbers are drawn from historical revenue, in combination with a recent feasibility study and testing of a variety of revenue models.

The anticipated jump in revenue from our current funding depends on two factors:

Increase in giving levels among individual donors: Our feasibility research showed a commitment to the organization among our donors but the desire for a clearer focus and plan and signals of longer term sustainability.

New revenue from institutional contracts: We are developing contracts within (re)Value with USAID, Grand Challenges Canada and historically have a strong base of institutional contracts in our church work.

We are launching in 2014 a Cornerstone Campaign to secure three year commitments totaling 1.5M. This campaign will lay the foundation for Criterion to execute on the plan over time, by putting in place necessary leadership (staff) and tools (program toolkits and process guides), and creating documents, a web site and an annual giving program to legitimize, amplify and sustain the work.

We are able to continue to draw on the value of our network to provide pro bono or bartered services based on long term relationships. For example, we have legal counsel donated every year from one of the top law firms working on the intersections of business and social change.

Our network also provides access to experienced contractors who have known us a long time. With the right financial grounding, we have a reputation that means we can quickly and effectively engage highly qualified team members.

Fundraising Strategies

We have been building a donor base within Criterion for the past 4 years. We will continue to develop a strong, diversified community of major donors, as the core to Criterion's long term viability. The planned strategies include:

1. Organize and conduct a Cornerstone Campaign consistent with Criterion's values, to create the

- philanthropic foundation necessary to build Criterion into the future.
2. Leverage the Campaign structure and resources to build a robust annual giving program that will help sustain Criterion's operations over time.
 3. Develop our prospect and donor base, strategies and systems effectively to engage individuals and foundations whose interests align with our mission.
 4. Develop a compelling case based on the strategic plan with clear opportunities for giving specific amounts to aspects of the campaign.
 5. Work with key foundations to develop grant proposals for specific aspects of the program, e.g., the tool kits and research.
 6. Hire staff to lead Criterion's fund raising program.
 7. Create appropriate donor and volunteer engagement opportunities, including an annual retreat for key donors to be with others who share their passion.
 8. Deepen the integration of these strategies and their role in reinventing the economy to work for all.

We have a long history of designing and executing on contracts with institutions. As we focus our cultivation of institutional partners for this plan we will:

1. Point to historical grants and contracts as success stories in both programs.
2. Document our research methodology and its outcomes in a series of short white papers.
3. Use design labs and self-guided process as an entry experience for organizations who may want to make a deeper commitment to research.

Risks

Dual focus on gender and church. Each of the programs operates within a distinct constituency, women's organizations and the Christian church. These two worlds are not always allies, which presents "optics" challenges and the breadth of the two worlds will force us to continue to focus in the context of such scope.

Inability to fully fund the plan. Like any organization undergoing pivot with a goal of scale, we have a series of dependencies between capacity, funding and strategy, in particular around hiring an executive director, building a team and developing the tools (including the website) to fully support the program implementation.

Adequate documentation of best practices and core methodology. The effective transition of the founder requires shining a big light on the values, theory of change, practices which have been honed over the past 13 years.

Timing and Key Dependencies

We will launch this summer a three year campaign to raise 1.5 million, from 3-year commitments of a group of Cornerstone Donors. The early signals in this campaign will help set the pace of implementation, particularly key hiring decisions.

We will begin a search for a new executive director this summer with a goal to have someone in place in the fall.

The next six months will require a sustained attention to organizational development while design and implementation continues.

Acknowledgements

In four months of planning, we cycled through complex analysis and stunning insights as we “clawed our way to clarity.” I believe that the success can be attributed to two things: it was time, we were ripe for a plan, and we are surrounded by so many generous, brilliant people who are vested in making this happen. Thanks to:

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- Phyllis Anderson, who stepped in in January to lead our 1K Churches Project and brought 35 years of strategy experience to the process.
- Sarah Munford, who shined in this process as the core staff person keeping the work and relationships on track.

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