



# Foundation Fundamentals

► by *Milford Jenkins, Angus Foundation*

## Making dreams come true

*What is your dream for the Angus Foundation?*

*If you were president of the Angus Foundation, what would be your answer to this question? In your answer, would you communicate with enthusiasm in your voice that the breadth of impact the organization can have on the Angus breed is only limited by our imaginations?*

*Or would you communicate to this party that our organization has reached its potential, and we're content with our current level of impact? Would you have the same level of enthusiasm in your voice with this latter answer? Probably not.*

### Imagination

So, how would you answer the question if you were me? To put it another way, how do you want me to answer this question?

Since I was recently asked the question, it reinforced for me the importance of having a long-range strategic plan for the Angus Foundation built on current Angus programs and activities with measurable outcomes, along with the infusion of innovative new education, youth and research endeavors.

All would be targeted to advancing the Angus breed and helping our American Angus Association's members and youth find solutions, meet their needs, and, of most importance, add value — economic or otherwise — to their registered-seedstock operations and to the commercial producers purchasing their Angus genetics.

### First steps

Strategic and long-range planning between the American Angus Association and its 501(c)(3) not-for-profit affiliate, the Angus Foundation, has been the catalyst for many youth, education and research activities and programs these organizations enjoy and offer today.

In 1997, the first long-range planning exercise was hosted jointly by the American Angus Association and Angus Foundation Board of Directors.

Then, in 2003, the second long-range planning exercise took place with the American Angus Association and Angus Foundation Board of Directors. This joint session provided for the hiring of full-time development staff and set the stage for the Angus breed's first-ever multi-million-dollar fundraising drive, *Vision of Value: Campaign for Angus*, that successfully resulted in \$7.6

million in outright cash gifts, pledges and planned giving commitments to the Angus Foundation.

### Building the dream

Knowing the proven value and benefits of long-range planning, staff introduced the futuristic concept *Angus Foundation 2020* at the Angus Foundation's board meeting in June 2013. The directors approved staff to begin moving forward with another strategic-planning process.

Over the course of last fall and this year, staff and Angus Foundation directors have been devoting time, energies and resources to this high priority for our organization's future.



**“All our dreams can come true, if we have the courage to pursue them.”**

**— Walt Disney**

In early May, Angus Foundation directors and staff convened at Saint Joseph for a one-day retreat facilitated by a professional consultant knowledgeable about the agriculture and beef cattle industries, in addition to organizational planning and resource development.

The purpose and objective for the *Angus Foundation 2020* long-range strategic-planning retreat was to provide a forum for the organization's leadership to review a wide range of topics, including:

- Current education, youth and research activities financially supported and sponsored by the Angus Foundation.
- Macro and micro factors influencing, positively or negatively, the agricultural industry and charitable giving in the United States of America and, more specifically, their impact on the Angus Foundation.
- New opportunities to further add value to the Angus breed for the benefit of our members and customers (e.g., commercial producers, consumers, etc.).
- Programs and activities for the Angus Foundation's resource development efforts during the next several years.
- Inventory strengths of the Angus Foundation and assess areas for improvement.
- Craft framework for a long-range strategic plan charting the organization's course.

In advance of the retreat, Angus Foundation directors were provided a list of questions, and, together with their responses, these served as discussion points to strengthen the retreat's purpose and objectives. In addition to the youth, education and research projects currently funded by the Angus Foundation, retreat participants wanted to identify initiatives, projects and scientific inquiries that would enhance the outreach of the Foundation and bring even more value to the Angus breed and our members.

Developing the financial resources to offset the Angus Foundation's operations and administration costs will also be a necessary component of this eventual long-range strategic plan.

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### Share your dream

Your Angus Foundation directors and staff see the concept of *Angus Foundation 2020* as a work in progress, and we welcome your perspectives on any education, youth and research priorities that are of interest to you. Your input will be invaluable to us in further building this long-range strategic plan to help us understand your needs, short-term and long-term, so we can better serve you and your Angus operation.

Thus, please feel free to drop us a line at

your convenience and share your thoughts, ideas and suggestions to help us further build this long-range strategic-planning initiative for your Angus Foundation.

From your feedback and the continued hard work of your Angus Foundation directors and staff in this important process, I'm confident we will arrive together at an answer that we can enthusiastically give in reply to the question at hand for all of us when asked, "What is the Angus Foundation's dream?"



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