



GAY & LESBIAN
LEADERSHIP*Institute*
STRATEGIC PLAN

This document will guide the work of the Gay & Lesbian Leadership Institute (GLLI) through December 31, 2010.

We use the following definitions:

A mission is the over-arching, long term vision for the organization.

A goal is an aspiration—an actionable statement that sets the direction of the organization.

An objective is a quantifiable means by which to achieve and measure a goal.

A strategy defines how the organization will achieve the Objective.

A tactic is the executed deliverable that brings a strategy to fruition.

Mission Statement

To achieve full equality for lesbian, gay, bisexual and transgender people by building, supporting, and advancing a diverse network of LGBT public leaders.

Organization Culture

Every member of the Gay & Lesbian Leadership Institute team brings to the table their own enthusiasm for our mission, along with the professionalism, integrity and flexibility to turn their passion into tangible results. Fostering candid communication and respect, we create a comfortable and productive work environment in which a demonstrated commitment to excellence is recognized and rewarded. Opportunities for advancement are provided to those team members who consistently strive for excellence in the achievement of the GLLI mission.

Organizational Values

GLLI upholds the following values in all of its work:

Focus on Mission

GLLI is dedicated to remaining focused on achieving our mission. Through diligent strategic planning, persistence in delivery, and efficient execution, we continue to successfully accomplish our mission each year.

Stakeholder Relationships

GLLI provides the highest level of service and demonstrates appreciation in a timely manner to each group of stakeholders: public leaders, donors, board members, staff and volunteers. We hold ourselves accountable to what we say we will deliver, and provide an environment where stakeholders can enjoyably fulfill their commitments.

Excellence

GLLI strives for excellence in everything we do and stays focused on our core competencies. The work of GLLI is accurate, innovative and efficient. Hard work, dedication and a commitment to diversity are essential elements in the GLLI formula for success.

Professionalism

GLLI recruits and makes every reasonable effort to retain the best possible staff members. GLLI provides substantive professional development opportunities and fosters an environment that is conducive to learning. Accountability and dependability are considered critical aspects of the GLLI operation. An enjoyable and fun work environment that values a work - life balance is one that will result in heightened morale and increased productivity.

Integrity

GLLI demands honesty and candor in all we do. We maintain a transparent operation and hold ourselves accountable to stakeholders, the letter of the law, and the spirit, intent and promise of our mission. We maintain a respectful work environment that values individuality and fosters openness and sincerity.

Teamwork

To reach the highest level of success, GLLI acknowledges that our mission will be accomplished more efficiently by working in collaboration with others. GLLI demonstrates this internally by removing barriers, encouraging open communications, and promoting innovation in all work areas. GLLI demonstrates this

externally by pro-actively working with allied organizations, eliminating any sense of turf issues, and sharing information and resources in a timely manner.

Diversity

One of the greatest assets of the LGBT community is the diversity of its population. Therefore, GLLI promotes diversity and inclusion in all of its programs and seeks full participation from individuals regardless of ethnicity, gender, age, national origin, sexual orientation, gender identity, gender expression, religion, economic status, disability or political affiliation. GLLI believes that the practice of appreciating and celebrating diversity strengthens the LGBT community and is vital to the organization's vision and mission.

Goals & Objectives

A. Increase the number and diversity of LGBT leaders in public roles

- Objective 1: Increase number of openly LGBT officials by more than 20 percent each year, reaching a minimum of 1000 openly LGBT officials by 2010.
- Objective 2: Help at least one official come out while in office each year.
- Objective 3: Identify 1000 leaders as potential Presidential Appointees.
- Objective 4: Ensure 20 percent of all training participants are people of color.

B. Cultivate the skills and talents of LGBT leaders to strengthen their ability to lead effectively

- Objective 1: Increase annual number of potential candidates attending the Candidate & Campaign training to 190 in 2010 (22%)
- Objective 2: Increase annual David Bohnett Harvard Leadership Fellows to 20 (50%) or Reach 100 fellows by 2010?

C. Create opportunities for a diverse network of LGBT leaders to share ideas and experiences and foster learning and professional development

- Objective 1: Increase total attendance at the Gay & Lesbian Leadership Conference from 300 in 2007 to 375 in 2010 (25%)
- Objective 2: Ensure that 25 percent of known out elected officials participate in the Out Leaders List Serve by 2010

D. Positively impact public perceptions about the role of LGBT leaders to eliminate barriers for participation in public life

- Objective 1: Grow the readership of the Gay & Lesbian Leadership SmartBrief to 22,000 by 2010 (53%)
- Objective 2: Expand linked information on tracking pages and increase use to (TBD)
- Objective 3: Increase media impressions about the impact of LGBT leaders (TBD)

Strategies and Tactics

1. Promoting public service as career and demonstrating impact of LGBT public servants
 - a. SmartBrief (D1) (B4)

- b. Compilation of LGBT related policy impacts by LGBT leaders (D2)
- c. "Want to run?" seminars (B1) (A1)
- d. Conservative outreach (A1,2) (C2)
- e. GLLI.org; online presence (C3) (D3)
- f. Inspirational videos on LGBT leaders / enemy work (D)
2. Preparing LGBT leaders to secure positions in government
 - a. Candidate and Campaign training (B1)
 - b. Coming out tools (A2)
 - c. Presidential Appointments Project (A3)
 - d. Voices for Victory
 - e. Electronic design packages
3. Building an international network of diverse public professional leaders
 - a. The "Network" list serves
 - b. Researching and maintaining the roster of LGBT public servants
 - c. International Gay and Lesbian Leadership Conference
 - d. Partnerships with affiliated organizations and awards (e.g. Bayard Rustin Award with Association of Black Political Scientists)
4. Providing opportunities for LGBT leaders to leverage positions for impact
 - a. Advance training
 - b. David Bohnett Leadership Fellows at Harvard University
 - c. Executive Development
 - i. Harvard Leadership Direct online center
 - ii. States Network Project (wrap up - phase project out)
5. Developing research to assist leaders
 - a. Analyze redistricting and it's effects on LGBT voters/leaders
 - b. Modeling of successful leaders
 - c. Victory Poll
 - d. Case studies of campaigns and policies

Candidate & Campaign Training

As GLLI's flagship program, the Candidate & Campaign Trainings provide comprehensive training to present and future openly LGBT candidates and campaign staff. Over its 15-year history, this program has earned its reputation as one of the country's leading candidate and campaign trainings.

Using a simulation that models a real campaign, the trainings provide four days of intensive instruction, skills building and technical education from seasoned political professionals, working with experts who've run winning campaigns.

Each training begins with the important question of "Should I run for Office?" and ends with a full-scale campaign simulation and competition scored by a group of experts. Participants learn skills that are easily applicable to real-life campaign situations. The training is rigorous. Most participants express surprise about how challenging it is, as well as how much they learned in such a short period of time.

Advanced Training provides an opportunity for a small group of LGBT leaders to participate in an in-depth training program focused on strategy and planning for higher profile statewide or federal races. Currently, trainees who participate in the Advanced Training are preparing to run \$1 million or higher races. As an advanced track of the overall Candidate & Campaign Training Program, participants of the Advanced Training currently spend a great deal of time working one-on-one with top campaign experts, developing customized strategies for putting together a successful campaign plan. Primary topics include: messaging, media training and advanced fundraising training.

***SmartBrief*, "The Network" and Out and Official Online Database**

Gay & Lesbian Leadership SmartBrief

GLLI sponsors and provides the *Gay & Lesbian Leadership SmartBrief* free to the LGBT leadership community and its supporters. *SmartBrief* an e-news source sent twice each week. Launched in January 2005, *SmartBrief* continues to grow its readership, with more than 14,400 current readers and enviable open rates. As a part of *SmartBrief*, GLLI sponsors the LGBT Community Job Listings, which provide employers with an opportunity to showcase job opportunities within and outside the LGBT movement.

"The Network"

GLLI writes and produces "The Network," a monthly e-newsletter for LGBT leaders and GLLI supporters. "The Network" hosts discussions with LGBT leaders and public officials on some of the most significant concerns of the community-at-large.

GLLI also hosts GLLI Out Leaders Listserv, exclusively for openly LGBT elected and appointed officials. Launched in Fall 2007, the goal of this new project is to enable LGBT leaders to share information and resources directly in a private and confidential environment.

“Out Officials Map”

GLLI’s maintains the definitive online database (www.glli.org/out_officials) of elected and appointed officials, both domestically and internationally. As the first-ever repository of career information on elected and appointed LGBT officials, GLLI’s website is a regular resource for reporters, community leaders and LGBT officials. “Out Officials” is searchable by geography (from the continental to county level), level of office, type of office, political affiliation and identity; providing a comprehensive resource for those interested in learning more about LGBT elected officials nationwide and around the globe.

States Project

The States Project is a collaborative effort between state LGBT organizations, the Equality Federation and GLLI. The States Project arms the leaders of state-based organizations with the knowledge and tools necessary to run high impact programs, and increases their organizational effectiveness at building the number of fair-minded officeholders in their state. Organizations participating in the project gain comprehensive insight into election rules applicable to non-profit organizations, including activities that must be conducted through political organizations and the rules applicable to establishing and operating such organizations.

Current states participating in the project include: Equality Florida, Georgia Equality, One Iowa, South Carolina Equality Coalition, Tennessee Equality Project, Equality Virginia, Fair Wisconsin, FBI-PAC (YourFamily, Friends, & Neighbors), Indiana Equality, Kentucky Fairness Alliance, Triangle Foundation(MI), New Hampshire Freedom to Marry Coalition, Equal Rights Washington, Arizona Human Rights Fund, Love Makes a Family, Equality Maryland, Outfront Minnesota, Empire State Pride Agenda, Equality North Carolina, Equality Ohio.

The David Bohnett Fellows at Harvard

GLLI has collaborated directly with Harvard's Kennedy School of Government since 2001 to offer the *Senior Executives in State and Local Government* programs to leaders from the LGBT community. This is a three-week leadership and governance course that helps established leaders hone their skills, and positions them for continued leadership in the future.

International Gay & Lesbian Leadership Conference

An important part of GLLI's work on behalf of LGBT leaders is providing contexts in which leaders may connect with and learn from each other. Beyond "networking," the International Gay & Lesbian Leadership Conference offers forums for idea-sharing and best practice development giving LGBT leaders the information and support they need to effectively lead their constituents and communities - including the LGBT community at large.

The Conference is the largest gathering of LGBT public leaders in the United States. Building on its history as a program of the International Network of Lesbian and Gay Officials (which formally merged into GLLI in May 2005) this annual conference provides an important opportunity for LGBT leaders to come together to learn from each other and gain insights and resources about how to lead more effectively.

The 2006 conference was held in Houston, Texas, November 16-19, 2006 and included more than 200 LGBT leaders from around the globe. A wide range of panels and speakers focused on various issues affecting LGBT leadership, including discussions about the politics of being "out,"

trends in policies affecting LGBT Americans and the current landscape for LGBT leaders.

The Coming Out Toolkit

The Coming Out Toolkit provides officials with research-based advice and technical assistance, with the goal of helping closeted elected officials come out in a smart, strategic and culturally-aware manner.

The Coming Out Toolkit is a peer-to-peer approach to supporting closeted officials. It features a documentary film that interviews elected officials who have come out while in office and share the issues, experiences, and rewards from both a professional and personal perspective. It also shares targeted data on what voters actually think about LGBT elected officials, and whether or not a candidate's sexuality negatively impacts their ability to win and retain public office.

Encouraging closeted officials to come out is critical for two reasons:

- ▶ It increases the LGBT community's power and influence within local, state and national government.
- ▶ It eliminates the notion that being gay is something that needs to be hidden, or prohibits one from serving in public office.

Supporting and encouraging closeted elected officials as they work toward openness and honesty about their sexuality is an important strategy for many reasons, including the diversification of LGBT leadership. Underrepresented communities such as African-American, Hispanic, rural and Republican LGBT Americans; often face intense homophobia from their non-LGBT peers. This only makes it harder for individuals within these communities to seek public office, or to be open about their sexuality if they are already in office.

Outreach: Conservative; People of Color; Diversity

GLLI's Conservative Outreach program identifies and develops the management and leadership capabilities of current and emerging fair-minded conservative LGBT leaders, including those who serve or who are seeking public office and those who lead movement organizations. GLLI provides identified leaders with the training and support necessary to ensure that they have the expertise and knowledge required to be effective in current or future positions.

In order to meaningfully increase the diversity of LGBT public leadership, GLLI is significantly expanding the outreach and education efforts in minority communities. A key component of this strategy is expanding partnerships with local, statewide and national organizations such as the National Black Justice Coalition (NBJC), state and local political committees and other LGBT-equality or progressive organizations.

An example of how this has worked in the past is Victory's partnership with the National Black Justice Coalition around the 2006 Candidate & Campaign training in Atlanta and the June 2007 Candidate & Campaign training in Chicago. NBJC helped to identify and register participants in that training, which dramatically changed the make-up of the training group and will likely yield several candidates running for office in the future. Through the partnership with NBJC, the Tyrone Garner Fellow Program was also created, which provides one minority scholarship to the Harvard Fellowship.

Areas for Growth Research