



## 2020 – 2023 Strategic Plan

Adopted by the Board of Directors: May 5, 2020



### Our Mission

Women's Way inspires and mobilizes the community to invest in organizations and leaders that will advance the rights of and opportunities for women and girls, and achieve gender equality for all.

### Our Guiding Principles

While our main focus is on women, girls, and gender equality, our guiding principles are more broad, and will guide how we do our work:

Community	We are dedicated to building a dynamic, diverse, and inclusive community in the greater Philadelphia region that is bound together by a shared commitment to ensuring that all people are able to participate with equal voice and equal power.
Opportunity	We honor the right of each person to make the choices that affect their lives, to determine how they want to live, and to enjoy unfettered access to opportunity.
Intersectionality	We believe that inequities, biases, and norms are inextricably linked, including those rooted in gender identity and expression, sexual orientation, race, ethnicity, differential ability, age, and socioeconomic background, and we will use this lens to shape and assess all opportunities and strategies.
Innovation	We will take thoughtful risks in pursuit of solutions that are more effective, efficient, just, and sustainable than current practices.
Accountability	We will be responsive to our partners, community, and donors; attuned to the environment to be sure our work is supportive of strategies that produce high-impact, desired results; and transparent with the resources entrusted to us.

### Our Vision

WOMEN'S WAY will inspire more people to demand and invest in a future where all women and girls have the freedom to shape their lives and their communities, and all people experience gender equality and justice.



## Our Strategic Goals for 2020 - 2023

Four strategic goals will direct our efforts and investments during 2020 - 2023. The goals, key objectives, and strategic initiatives are designed to build on Women's Way's record of service and accomplishments, and its work around these goals during 2016 - 2019:

- |  |  |
|--|--|
| <b>I. Cultivate High Impact Philanthropy</b>                         | Develop and support an engaged network of donors that invests in high impact philanthropy for women, girls, and gender equity.   |
| <b>II. Create Conditions for Organizations and Leaders to Thrive</b> | Support learning, connections, and opportunities for organizations and leaders to pursue strategic, responsive, and innovative work for women, girls, and gender equity. |
| <b>III. Build and Connect Our Community</b>                          | Build and connect a community of donors, volunteers, activists, and organizations dedicated to women, girls, and gender equity issues.                                   |
| <b>IV. Invest in Our Organizational Sustainability and Growth</b>    | Invest in the organization to build our strength as a resource for partners and donors.  |

## Goal I: Cultivate High Impact Philanthropy

Develop and support an engaged network of donors that invests in high impact philanthropy for women, girls, and gender equity.

Key Objectives	Strategic Initiatives	Measures of Success
<p>1. Position Women’s Way as a <b>thought leader</b> on gender equity.</p>	<p>a) Position Women’s Way as a clearinghouse for ideas and resources that drive donors to engage and connect with Women’s Way and philanthropic opportunities to address and advance gender equity</p> <p>b) Strengthen Women’s Way’s capacity and position to serve as the backbone organization for WESI by enhancing evaluation and learning, community engagement, partnerships, and brand identity</p> <p>c) Leverage IRAF’s approach and impacts to promote greater awareness of and engagement in rapid response funding</p>	<ul style="list-style-type: none"> <li>• Increased recognition of Women’s Way as a go-to resource for insights, connections, and leadership around gender equity, resulting in expanded donor engagement</li> <li>• Women’s Way is driving WESI’s collaborative initiatives that lead to measurable impact in the region and enhanced brand identity of both WESI and Women’s Way</li> <li>• IRAF achieves greater awareness and attracts additional support</li> </ul>
<p>2. Establish a <b>Gender and Wealth Institute</b>.</p>	<p>a) Establish a Gender and Wealth Institute, based on the principles, structure, and learnings of WESI, which will serve as its think tank; the purpose of the Institute is to close the gender wealth gap by advancing research and practical solutions that build wealth for women who are economically insecure; establish three divisions: research, education, and</p>	<ul style="list-style-type: none"> <li>• Gender and Wealth Institute is established, and initiatives and activities are implemented and evaluated; reports on impact and learnings are generated and distributed locally, regionally, and</li> </ul>

## Key Objectives

## Strategic Initiatives

## Measures of Success

	<p>grantmaking</p> <p>b) Design initiatives with a lens of donor cultivation and engagement, and pilot and evaluate initiatives for each division, external communications efforts to inform different stakeholders about the Institute, and donor engagement strategies to pilot test new initiatives and scale-up the most impactful structures and activities for the Institute</p> <p>c) Establish a Gender and Wealth Advisory Board of thought leaders who contribute diverse perspectives and networks to Women’s Way and gender equity work</p>	<p>nationally</p> <ul style="list-style-type: none"> <li>• New donors and funding are generated to pilot-test new initiatives and scale-up the most impactful strategies and activities of the Institute</li> <li>• Most effective initiatives are recognized as models for closing the women’s wealth gap</li> <li>• A Gender and Wealth Advisory Board is established and leveraged to support Women’s Way as a thought leader, to inform its work, and to grow its networks</li> </ul>
<p>3. Continually strengthen <b>individual donor and institutional funder</b> cultivation, engagement, and retention.</p>	<p>a) Review and update the annual fundraiser, as needed, to offer an inclusive and engaging experience for individual donors and institutional funders</p> <p>b) Routinely scan best practices around fundraising and adjust Women’s Way’s practices, as necessary</p> <p>c) Pursue new partnerships with corporations and law firms, and include a focus on leveraging YWI for new partnerships and support</p> <p>d) Re-engage with planned giving gift cultivation</p> <p>e) Leverage multi-year funding from corporate and philanthropic grants</p> <p>f) Connect and leverage funding from national, regional, and local like-minded philanthropic organizations</p>	<ul style="list-style-type: none"> <li>• The annual fundraiser improves year-over-year, as reflected in the number, diversity, and feedback of donors</li> <li>• Women’s Way employs best practices in fundraising, resulting in increased number of donors and increased long-term donation commitments</li> <li>• New partnerships with corporations and law firms are established</li> <li>• Increased institutional support for YWI is secured</li> <li>• Increased planned giving commitments</li> <li>• Multi-year institutional funder commitments are in place</li> </ul>

Key Objectives	Strategic Initiatives	Measures of Success
		<ul style="list-style-type: none"> <li>Partnerships with national, regional, and local philanthropic organizations are in place</li> </ul>

## Goal II: Create Conditions for Organizations and Leaders to Thrive

Support learning, connections, and opportunities for organizations and leaders to pursue strategic, responsive, and innovative work for women, girls, and gender equity.

Key Objectives	Strategic Initiatives	Measures of Success
1. Build on the <b>Immediate Response Action Fund (IRAF)</b> .	a) Engage in and support marketing and outreach strategies to help IRAF organizations leverage the support of Women’s Way for visibility, funding and partnerships for their own work, and to promote IRAF  b) Facilitate collaborations among IRAF organizations to achieve common goals, exchange skills, and build individual and collective capacities	<ul style="list-style-type: none"> <li>IRAF partners and Women’s Way enhance awareness of each other’s work</li> <li>IRAF partners leverage additional funding and support</li> <li>IRAF partners increase or deepen collaborations to achieve shared goals and to leverage each other’s skills and strengths</li> </ul>

Key Objectives	Strategic Initiatives	Measures of Success
<p>2. Leverage the <b>Women’s Economic Security Initiative (WESI)</b> to increase Women’s Way’s visibility and reach.</p>	<p>a) Integrate and transition WESI as a component of the Gender and Wealth Institute: WESI serves as the think tank for the Institute (note: overlap with Goal I.2.a)</p> <p>b) Create a WESI strategic communications plan to amplify WESI learnings and share the collective and individual impact of WESI participants</p> <p>c) Forge new partnerships to amplify the reach and impact of WESI</p>	<ul style="list-style-type: none"> <li>• WESI is integrated into the Gender and Wealth Institute</li> <li>• WESI’s impact is expanded through communications (i.e., research reports, white papers, presentations) and outreach</li> <li>• New partnerships amplify WESI’s reach and impact</li> </ul>
<p>3. Support <b>leadership development</b> for individuals and organizations engaged in gender equity work.</p>	<p>a) Survey existing and prospective partners about what role Women’s Way could play to support their leadership and capacity building; develop responsive strategies, as appropriate</p> <p>b) Connect leaders with resources through the Gender and Wealth Institute to support their leadership development, such as trainings, partners, institutions, research and literature</p> <p>c) Offer trainings and resources to grantee and non-grantee partners in the nonprofit and for profit sectors that are interested in, and in need of, resources to address gender norms in their work and to build gender-responsive and gender-inclusive organizations</p> <p>d) Through WESI’s Change the Narrative Work Group, and as part of the Gender and Wealth Institute, design, evaluate, and scale, if appropriate, a Fellowship Program to build communication skills of women with lived experiences of economic insecurity to change the language and attitudes of policy makers and philanthropists regarding the root causes and impact of economic inequity</p>	<ul style="list-style-type: none"> <li>• Clear role, if any, is defined for Women’s Way to support leadership and capacity building</li> <li>• Leadership and capacity building resources are accessible to leaders</li> <li>• Resources and trainings are designed and offered through the Gender and Wealth Institute for addressing gender norms and building gender-responsive and gender-inclusive organizations</li> <li>• Funding is secured to design, launch, and test a Fellowship Program for women who have lived experiences of economic insecurity</li> <li>• The impact of the Fellowship Program is evaluated and results are distributed to stakeholders</li> <li>• If results demonstrate the effectiveness of the Fellowship</li> </ul>

**Key Objectives**

**Strategic Initiatives**

**Measures of Success**

Program, additional funding is secured to continue the Fellowship Program on an annual basis



# Goal III: Build and Connect Our Community

Build and connect a community of donors, volunteers, activists, and organizations dedicated to women, girls, and gender equity.

Key Objectives	Strategic Initiatives	Measures of Success
<p>1. Develop and offer <b>new avenues</b> for people to participate in Women’s Way.</p>	<p>a) Determine the capacity to create and host more events and other opportunities to engage with the community and to foster discussion about gender equity issues, with an emphasis on casual events that are accessible (e.g., a convening or event of donors and IRAF grantees); proceed with event development and evaluation of outcomes, as appropriate</p> <p>b) Determine the best approaches for convening learning cohorts of grantees and non-grantees to bring individuals, organizations, and institutions together across sectors around shared interests, values, and issues; launch, evaluate, and modify learning cohorts, as appropriate</p>	<ul style="list-style-type: none"> <li>• New avenues for engagement are explored and implemented, as appropriate, resulting in expanded numbers of individuals engaged with Women’s Way</li> <li>• Learning cohorts are designed, launched, and evaluated as a vehicle for building engagement and connections</li> </ul>
<p>2. Launch a <b>public campaign</b> to build awareness and change the narrative about root causes and impacts of women’s wealth gap.</p>	<p>a) Leverage the stories of women with lived experiences of economic insecurity and conduct a public campaign with a defined focus on building awareness and changing the narrative about women’s wealth gap; ensure alignment with WESI’s Change the Narrative Work, and overall strategic communications, partnership development, fundraising goals, and organizational capacity</p> <p>b) Launch and evaluate the public campaign</p>	<ul style="list-style-type: none"> <li>• Women’s Way, in partnership with WESI’s Change the Narrative Work Group, plans for and engages in a public campaign that advances its position as a leader and its impact on addressing gender norms and equity</li> </ul>
<p>3. Deepen and expand <b>partnerships to</b></p>	<p>a) Develop and strengthen partnerships with organizations and institutions that have the skills and networks to deepen and amplify Women’s Way’s intersectional work (e.g., related to</p>	<ul style="list-style-type: none"> <li>• Partnerships are developed and strengthened, resulting in stronger intersectional work and ties to a range</li> </ul>

## Key Objectives

## Strategic Initiatives

## Measures of Success

Key Objectives	Strategic Initiatives	Measures of Success
<b>strengthen intersectional work.</b>	LGBTQ equality, racism and racial equity, differential ability issues and populations) and reach in the community across geographic and issue areas (e.g., neighborhoods, arts and culture)	of geographic and issue areas
4. Enhance Women's Way's direct <b>focus on girls.</b>	a) Explore possibilities for programming that focuses on or highlights the impact of Women's Way's work for girls; develop, pilot, and evaluate, as appropriate, ideas for enhancing impacts for girls (e.g., new programming, gender transformative grants to organizations that primarily serve girls, expansion of YWI to engage more young women of color, or expansion of WESI to teens)	<ul style="list-style-type: none"><li>• Enhanced activities and strategies are in place to directly engage and impact girls and/or young women</li></ul>

# Goal IV: Invest in Our Organizational Sustainability and Growth

Invest in the organization to build our strength as a resource for partners and donors.

Key Objectives	Strategic Initiatives	Measures of Success
<p>1. Invest in <b>staff</b>.</p>	<p>a) Invest in training and leadership development for all staff, including the completion of annual professional development plans, to ensure each individual has the opportunity to grow and maximize their talents and contributions</p> <p>b) Review and update policies and procedures</p> <p>c) Grow the team (staff, contractors, consultants, as appropriate) to fill current gaps in skills, capacities, and perspectives, and consistently update the organizational chart, roles and responsibilities of all positions, and communication flows</p> <p>d) Capture the aspects of the organization’s culture that work, and implement policies and practices that support a culture of learning, self-care, growth, and innovation</p> <p>e) Invest in technology and systems that support the work of the staff, and that will make it possible to increase and/or deepen programs, communications, and donor engagement</p>	<ul style="list-style-type: none"> <li>• Staff satisfaction, engagement, and retention remain high</li> <li>• Staff policies and procedures are reviewed and updated, as appropriate</li> <li>• The team is positioned to meet current and emerging needs, and reflects the diversity of partners and communities served</li> <li>• The organizational culture is healthy and supports positive impacts for individuals and communities</li> <li>• Technology and systems are in place that match programmatic and operational needs</li> </ul>
<p>2. Invest in the <b>Board of Directors</b>.</p>	<p>a) Assess what the Board of Directors needs to uphold best practices to maximize its stewardship of the organization, including composition, structure (Board and committees), training and learning interests, policies and procedures, and decision-making to ensure alignment with the organization’s mission, goals, and strategic plan; and implement a plan to address the needs</p> <p>b) Structure meetings to focus on strategy and learning to ensure that Board members are fully engaged in oversight and are prepared to speak with authority about Women’s</p>	<ul style="list-style-type: none"> <li>• Board members are supported, mobilized, and engaged, and reflect the diversity of partners and communities served</li> <li>• Meetings are focused on strategy and learning, and effectively engage Board members</li> <li>• Board members serve as active ambassadors for Women’s Way,</li> </ul>

Key Objectives	Strategic Initiatives	Measures of Success
	<p>Way's work</p> <p>c) Prepare and support Board members to be ambassadors for Women's Way by attending community events, being involved with partners, and introducing Women's Way to an expanded range of networks</p>	<p>expanding its visibility and the networks of people engaged in the work</p>
<p>3. Strengthen the organization's <b>strategic communications.</b></p>	<p>a) Complete and implement a Strategic Communications Plan for the organization that clarifies effective messages and stories, centers gender equity as a funding platform, identifies the outreach vehicles and mechanisms with the most potential for impact, segments audiences, deploys diverse media strategies, aligns with the organization's Business Plan, and includes production of collateral and products with clear branding</p> <p>b) Develop and use a tagline that communicates about Women's Way's mission and focus in a succinct way</p> <p>c) Review and update all materials, language, and practices to ensure the use of gender-inclusive language</p>	<ul style="list-style-type: none"> <li>• Strategic Communications Plan is in place to amplify Women's Way's brand and messages, and to build and connect a community of donors, volunteers, and partners</li> <li>• Tagline is in place to streamline and support communications about Women's Way's work</li> <li>• Women's Way consistently uses gender-inclusive language</li> </ul>
<p>4. Complete leadership <b>succession plans.</b></p>	<p>a) Complete leadership succession plans for all staff positions</p> <p>b) Complete a leadership succession plan for the Executive Director to include the cultivation of competencies and skills in current staff, articulation of leadership qualities and skills needed in the Executive Director position, the role of the Board of Directors in a transition, and communications strategies</p>	<ul style="list-style-type: none"> <li>• The organization is prepared for staff transitions, and succession plans are in place at all levels</li> </ul>

Key Objectives	Strategic Initiatives	Measures of Success
<p>5. Strengthen Women’s Way’s ability to center <b>diversity, equity, and inclusion</b> in its work.</p>	<p>a) Define and promote a shared understanding of diversity, equity, and inclusion for Women’s Way, and center diversity, equity, and inclusion in the organizational culture, policies, practices, staff, volunteers, and Board of Directors</p> <p>b) Implement policies and practices to ensure that diversity, equity, and inclusion are achieved at all levels of the organization, including the Board of Directors, staff, volunteers, and partnerships</p> <p>c) Invest in internal capacities, such as skills and planning, to address issues of diversity, equity, and inclusion</p> <p>d) Evaluate all programs, processes, practices, events, and communications with a lens of diversity, equity, and inclusion to identify opportunities for, and to implement, improvements</p>	<ul style="list-style-type: none"> <li>• Diversity, equity, and inclusion are held up as important values in the culture, policies, practices, and people, resulting in continual improvements at all levels</li> <li>• All programs, policies, practices, events, and communications are evaluated and updated, as appropriate, to ensure responsiveness and inclusion</li> <li>• The organization demonstrates improved skills and planning related to diversity, equity, and inclusion</li> </ul>
<p>6. Complete and implement plans to advance Women’s Way’s <b>financial sustainability</b>.</p>	<p>a) Complete, implement, and regularly update a Business Plan, with a focus on donor diversification and engagement, planned giving, corporate sponsorships, and institutional funding, and that projects three-year revenue levels (note: integrates with donor engagement strategies in Goal I)</p> <p>b) Complete, implement, and regularly update an Investment Plan, including investment policy statements, to define financial goals and to design strategies for ensuring the highest standard of stewardship of all resources</p>	<ul style="list-style-type: none"> <li>• Business Plan is completed, implemented, and updated on a regular basis</li> <li>• Investment Plan is completed, implemented, and updated on a regular basis</li> </ul>