



SWSG Inc.

Building for a Stronger Future

2021-2025





Table of Contents

Our Vision	3
SWSG Inc. Core Values	5
SWOT Analysis	6
Strategic Plan 2025: Building for a Stronger Future	7
Implementation	8
Key Performance Indicators	10
Financial Projections	12



Our Vision

Dear Friends and Supporters:

Since joining Strong Women, Strong Girls in 2019, I have had the pleasure of working with an amazing Board of Directors and staff of professionals focused on youth development and the advancement of women and girls. I am so proud of what our team has accomplished over the last 3 years, and even more excited about where SWSG can go next.

During the COVID-19 crisis, **marginalized youth have been disproportionately impacted** by higher rates of COVID infections, deaths in loved ones, food and housing insecurity, lack of access to technology and online learning, and increased stress. A recent article from The Chronicle of Evidence-Based Mentoring highlights that “marginalized youth are likely to bear the heaviest burdens of trauma and economic fallout” from COVID-19 (Astesano, 2020).

The research shows that mentees from organizations like SWSG are about twice as likely to live in extreme poverty, in a single-parent household, or have an incarcerated family member. **These are the girls that SWSG prioritizes**--those who live in economically disadvantaged communities who attend school districts in need of our program. It is now more important than ever to provide socio-emotional support to girls being disproportionately impacted by this pandemic.

- **Black children make up about 20% of children losing a parent** to COVID-19 (though they represent 14% of all children in the US), furthering the risk of trauma and depression (US Dept of ED, 2021). In addition, social isolation during the pandemic has led to a decrease in access to support from family, peers, and other role models (Society for Research in Child Development, 2020).
- In a May 2020 survey of elementary, middle, and high school girls, The ROX Institute for Research and Training found that **79% of girls reported feeling more lonely or isolated** since the start of the pandemic, with 33% saying they feel much more lonely/isolated.
- In crisis situations when children are removed from school, they **fall behind not just in academics but in critical social-emotional learning** (Kamenetz, 2020).

These statistics are staggering - but the solution is clear. **SWSG is committed to starting our next chapter with a focus on being a part of that solution to support women and girls at this historic time in our lives!** By participating in SWSG, even remotely, girls enter a community of peers and mentors in which they can identify and share their emotions (**Character & Caring**), give and receive support (**Contribution & Connection**), and foster strength and positive identity (**Confidence & Competence**), as well as the opportunity to build impactful relationships via weekly meetings.

In September 2020, we embarked on a strategic planning process that outlined our path toward future growth and expansion, “Building for a Stronger Future: 2025.” The plan details **six strategic goals** that will strengthen the organization’s leadership, infrastructure, and programs while focusing on our renewed commitment to Diversity, Equity, Inclusion, and Belonging.



Our Vision (cont'd)

- 1. Strategic Leadership:** Develop an active and engaged Board of Directors to oversee the strategic direction of the organization.
- 2. Diversity, Equity, Inclusion and Belonging:** Increase diversity, equity, and inclusion (DEI) across all areas of the organization with a focus on anti-racism, gender inclusivity, and accessibility (AGIA).
- 3. Investment:** Improve financial position to ensure sustainability and position SWSG for growth and expansion.
- 4. Programming:** Continue to strengthen the multi-generational program model to best serve the community.
- 5. Infrastructure:** Ensure that the organization has the infrastructure and staff to fulfill its mission.
- 6. Community:** Solidify SWSG's position as a premier female-focused mentoring organization.

As we embark on this journey, our team shares one collective vision. We Believe:

- Through our current programs, women and girls can believe in their power to change the world.
- SWSG staff, board members, and community partners can function as one cohesive team to bring SWSG and its programs to even more women and girls.
- Our organization will continue to embark on smart, strategic, and measurable growth until all women and girls are empowered by and confident in their ability.

Over the next three years, we will deepen our commitment to our girls, and the framework for growth and expansion. We will achieve these goals by doing the work necessary for our constituents in Boston, Pittsburgh, and beyond. We know our existing program sites continue to be integral building blocks that influence many women and girls in our communities, but we will strive to reach beyond our current footprint. We will expand our programs to include a hybrid model of the virtual and in-person platforms enabling us to increase our impact.

As a key member of the SWSG community, I envision your partnership with SWSG evolving and growing as you join us on this journey toward change. We welcome your participation!

**In Strength,
Natalie Martinez, CEO, SWSG**

SWSG Inc. Core Values

At Strong Women, Strong Girls, our 5 core values define our work and our culture.



Belonging

We cultivate and champion diverse, inclusive experiences and viewpoints.

Collaboration

We collaborate relentlessly - internally and externally - to ensure we achieve our vision.



Learning

We continuously strive to get smarter and grow. We nurture curiosity in all that we do.

Excellence

We set the bar high and deliver exceptional, quality programming.



Impact

Everything we do unleashes potential in women and girls.

SWOT Analysis

SWSG began our strategic planning process with a thorough SWOT Analysis conducted by staff and board members in Fall 2020. Thanks to the process of reflecting on and identifying our current strengths, weaknesses, opportunities, and threats, our team has developed goals that will drive us forward into a period of sustained momentum and long-term growth.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Large dedicated group of stakeholders - staff, Board of Directors, volunteers and community partner - who are highly engaged in SWSG's mission and vision • Unique program leveraging a research-backed curriculum and mentorship model that allows for long-term engagement with mentors and mentees • Strong brand recognition and compelling mission to empower women and girls that resonates both within the communities SWSG serves and larger global sentiments • Fiscally responsible organization with new energy and enthusiasm after recent org-wide restructuring for better alignment across locations 	<ul style="list-style-type: none"> • Global pandemic has driven focus on short-term planning and issues management, staff turnover and lack of capacity, declining number of program participants, and fragile financial health • Need for greater alignment on organizational structure, mission and expectations of key stakeholders and city locations • Current programming model presents hurdles in terms of scalability and alignment on outcomes in terms of evaluation, tracking and communication • Urgent areas of growth for long-term success including increased diversity of staff, board, mentors and Strong Leaders; increased direct communication with mentee families; more robust marketing and communications resources; and, diverse and strengthened corporate and individual donor network
Opportunities	Threats
<ul style="list-style-type: none"> • Large opportunity to scale program - including location (Boston, Pittsburgh and other cities), scope of curriculum (expanding to middle and high school girls), fundraising resources (corporate and other donors), and volunteer base (universities & corporate partners) • Develop curriculum for virtual/at-home learning with the potential to monetize • Expand curriculum to include social-emotional and life skills • Increase board development, professional staff capacity, and diversity levels as well as value proposition within nonprofits and area of focus • Elevate SWSG thought leadership around women and girls empowerment - particularly as current climate welcomes advocacy for gender equality, diversity & inclusion 	<ul style="list-style-type: none"> • Short-term economic, societal and public health implications of the COVID-19 pandemic (including hybrid schooling impacting programming and diverse volunteer recruitment) • Lack of brand awareness on a regional or national scale and waning emphasis on funding girls-only programs • Teacher, staff, mentee and volunteer fatigue and burnout • Increasingly competitive and ambiguous nonprofit ecosystem (Proliferation of nonprofits; Regulation around non-profit operations and tax codes) • Funder and partner requirements (i.e. reporting, events) and lack of staff bandwidth



Strategic Plan 2025: Building for a Stronger Future

Strong Women, Strong Girls Inc.'s new Strategic Plan (FY22-FY24), "Building for a Stronger Future" aims to build our capacity to serve more girls and women in Boston, Pittsburgh, and beyond. Building for a Stronger Future will 1) encourage the collaboration and commitment of our staff, Board of Directors, community partners, volunteers, and donors to position our programs so they are poised for expansion 2) strengthen our organizational infrastructure to support future growth, and 3) enhance our fundraising platform to increase our capacity.

During the 2020-2021 Fiscal Year, a team of SWSG staff, board members, and supporters worked together to identify areas of opportunity for the organization and established six key goals for the next three years. At the close of the three-year plan period, SWSG will expand geographically, programmatically, and structurally.

Building for a Stronger Future: Strategic Goals

- 1. Strategic Leadership: Develop an active and engaged Board of Directors to oversee the strategic direction of the organization.** Board leadership is key to the success of SWSG's program. This goal was built to unify the board around common goals, including establishing a culture of philanthropy and diversifying all SWSG stakeholder groups.
- 2. Diversity, Equity & Inclusion: Increase diversity, equity, and inclusion (DEI) across all areas of the organization with a focus on antiracism, gender inclusivity, and accessibility (AGIA).** SWSG is committed to not only diversifying the staff, board, and volunteers who drive the organization forward, but also equipping stakeholders with the tools to best serve our girls and the unique challenges they face.
- 3. Investment: Improve financial position to ensure sustainability and position SWSG for growth.** Through a capacity-building fundraising campaign, SWSG will spend the next three years establishing financial security that will allow for infrastructure and program improvements, as well as provide a foundation for expansion.
- 4. Programming: Continue to strengthen the multi-generational program model to best serve the community.** Building on the success of SWSG's core programs, every facet of our mentoring model will be explored to incorporate stakeholder feedback, ensure high-quality service for our girls and mentors, and optimize the model for smart, strategic growth into new geographic areas.
- 5. Infrastructure: Ensure that the organization has the infrastructure to fulfill its mission.** From our staffing model to embedding key technological tools, SWSG's strategy hinges on a solid infrastructure that enables staff members to perform at the highest levels.
- 6. Community: Solidify SWSG's position as a premier mentoring organization.** By leveraging strategic partnerships and continuing the upward trajectory of our public profile, SWSG will become entrenched in our local communities, not only as a resource for mentoring programs, but as a valued partner for positive change in our cities and regions.

Implementation

Implementing “Building for a Stronger Future” will take place over three fiscal years utilizing specific strategies aimed at achieving each goal. The below chart outlines the completion timeline for each strategy.

Please Note: SWSG’s full implementation plan includes numerous actionable steps beyond what you see here. If you have questions about how SWSG will achieve its goals, please contact your local office.

Strategies to be Completed in FY2021-2022 (Year 1)	Strategies to be Completed in FY2022-2023 (Year 2)	Strategies to be Completed in FY2023-2024 (Year 3+)
Goal 1: Develop an active and engaged Board of Directors to oversee the strategic direction of the organization.		
<ul style="list-style-type: none"> • Create onboarding materials for new board members that include roles and responsibilities of members within the Board and within staff engagement. • Create a board culture that supports the strategic role of the board by being collaborative, supportive, and mission-focused. • Create organizational leadership transition plan to preserve institutional knowledge. 	<ul style="list-style-type: none"> • Review and revise, as necessary, committee structure to provide clear direction and expectations of members. • Work with the governance committee to plan and implement annual training for the full Board. • Revisit Mission & Vision statements and consider edits to more effectively convey SWSG’s core aims, and roll out revised mission & vision with comprehensive communications plan. 	<ul style="list-style-type: none"> • Create and implement a formalized annual board assessment process, including survey administration and results reporting.
Goal 2: Increase diversity, equity, and inclusion (DEI) across all areas of the organization with a focus on anti-racism, gender inclusivity, and accessibility (AGIA).		
<ul style="list-style-type: none"> • Take specific steps of becoming conscious of SWSG’s historical practice of operating within racist systems. • Assess mentorship programming to ensure it is inclusive, accessible and representative of the communities SWSG serves. 	<ul style="list-style-type: none"> • Dismantle those systems within the organization that support the well-documented, systemic inequities faced by BIPOC in our region (all stakeholders). 	
Goal 3: Improve financial position to ensure sustainability and position SWSG for growth.		
<ul style="list-style-type: none"> • Launch and complete a capacity building campaign to support the activities of SWSG’s strategic plan, resulting in 6-9 months of cash reserve. • Increase the number of individual donors by X% with a focus on unrestricted, renewable, and multi-year gifts. • Create a robust corporate engagement strategy and menu focused on obtaining corporate general operating dollars, employee giving campaigns, and donation-based volunteer engagement opportunities to increase corporate giving with a focus on unrestricted, renewable, and multi-year gifts. 		<ul style="list-style-type: none"> • Explore sources of earned income and public funding to assess future potential.

Implementation (cont'd)

Strategies to be Completed in FY2021-2022 (Year 1)	Strategies to be Completed in FY2022-2023 (Year 2)	Strategies to be Completed in FY2023-2024 (Year 3+)
Goal 4: Continue to strengthen the multi-generational program model to best serve the community.		
<ul style="list-style-type: none"> • Formalize a standard measurement and evaluation process to demonstrate program impact. • Create a road map for future program and organizational expansion. • Improve the efficiency and effectiveness of the current program model. 	<ul style="list-style-type: none"> • Clarify and revitalize the Strong Leader (SL) program to ensure maximum impact for all three age groups served. • Diversify the mentor and Strong Leader pools. • Strengthen the core program curriculum. • Directly engage with SWSG community members beyond girls and college mentors. 	
Goal 5: Ensure that the organization has the infrastructure to fulfill its mission.		
<ul style="list-style-type: none"> • Evaluate and complete documentation and implementation of policies and procedures. 	<ul style="list-style-type: none"> • Create a talent management blueprint for every department to help mitigate staff turnover and position SWSG for expansion. 	<ul style="list-style-type: none"> • Use technology and additional tools to increase efficiencies across all work areas and enhance program delivery.
Goal 6: Solidify SWSG's position as a premier mentoring organization.		
<ul style="list-style-type: none"> • Evaluate and elevate SWSG brand and awareness with external stakeholders. 	<ul style="list-style-type: none"> • Research, identify, test and understand SWSG's niche within the nonprofit sector in comparison to other organizations that have similar missions and target audience. • Create the structures needed to sustain SWSG's positioning beyond current and future staff/ leadership. • Establish partnerships with other women- and girl-serving organizations to create a network or eco-system of support for current program participants and alumni. 	<ul style="list-style-type: none"> • Build on SWSG semester based mentor training model to create an annual mentorship/ leadership conference (future fundraising event) that brings together key stakeholders to discuss the needs of girls, young women and how to use the power of our community to impact change.



Key Performance Indicators

SWSG will measure the success of “Building for a Stronger Future” with key metrics assessed throughout the course of plan execution.

Goal 1 Metrics: Strategic Leadership

By the end of Year 3, SWSG will:

- Increase board engagement as measured by the Board Evaluation Survey established in 2020.
- Create an annual schedule for board meetings that includes 2-3 opportunities for networking within the BOD, as well as an annual retreat plan.
- Finalize structure and charters across all board committees.
- Provide a complete set of onboarding materials for approval and use.
- Implement four annual board trainings.

Goal 2 Metrics: Diversity, Equity, Inclusion & Belonging

By the end of Year 3, SWSG will:

- Increase the diversity of mentor, staff, board and Strong Leader populations to more closely align with the mentee population.
- Assess SWSG’s historical practices of operating within racist systems informing the development of an org-wide anti-racism and anti-oppression strategy.
- Add metrics to existing evaluation methods to assess experience, attitudes, behaviors, interpersonal interactions of staff, mentors, and mentees.
- Implement inclusive and equitable recruitment & hiring practices, resulting in a staff, board, and mentor base (college and professional women) that reflects the diversity of mentees.

Goal 3 Metrics: Investment

By the end of Year 3, SWSG will:

- Establish 6 months of cash reserves and meet or exceed its Capacity Building Campaign fundraising goal (goal to be determined in Year 1).
- Increase individual donors by a designated percentage in each city.
- Increase corporate giving by a designated percentage in each city.
- Complete a research paper on fee-for-service programming and trademark/licensing opportunities.



Key Performance Indicators (cont'd)

Goal 4 Metrics: Programming

By the end of Year 3, SWSG will:

- Increase the satisfaction of girls, mentors, and Strong Leaders served as measured by annual surveys.
- Increase program alumnae survey respondents to 15% of those surveyed.
- Create a multi-year, multi-faceted expansion plan, including expansion of current programming and the exploration of 2 new areas.
- Increase the number of girls served to pre-COVID rates.
- Implement a 3-year curriculum model that incorporates the 6Cs and social emotional learning.
- Increase participation in SWSG events, feedback opportunities, & leadership roles for families, site facilitators, and campus coaches as evidenced by attendance, survey response rates, and increased communication with SWSG.

Goal 5 Metrics: Infrastructure

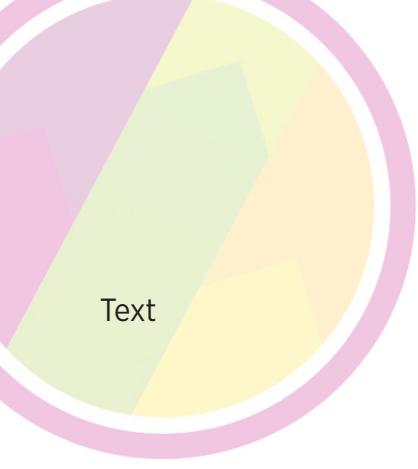
By the end of Year 3, SWSG will:

- Improve staff retention rates and full alignment across cities will be achieved, including all needed process improvements.
- Staff will report having the access to technology and tools to do their job after reviewing department needs, exploring peer technology tools, and securing solutions to address any gaps.

Goal 6 Metrics: Community

By the end of Year 3, SWSG will:

- Be called on to be at the table when decisions are being made that affect our constituents.
- Improve brand awareness metrics.
- Complete evaluation and comparison report of SWSG compared to similar organizations.
- Create an archive of key organizational relationships.



Financial Projections