

# 2017-2021 Strategic Plan

## We Listened. We Learned. We Focused.

### Our Vision

A future where Colorado women and girls of every background and identity prosper.

### Our Mission

Catalyzing community to advance and accelerate economic opportunities for Colorado women and their families.

### Our Core Values

→ **PROMISE:** We believe in infinite possibilities. We know all women and girls have the innate potential and power to succeed.

→ **LEADERSHIP:** We are willing to take risks in pursuit of our vision. We will lead in harnessing passion to include and amplify the voices of women and girls of diverse backgrounds and identities. We believe that leadership by women and girls in all sectors makes a positive difference in communities and society.

→ **COMMUNITY:** We understand that advancing women's economic self-sufficiency is complex, requiring the insights, investments, and commitment of many. We believe that we can achieve more through partnerships.

→ **LEARNING:** We seek to learn from our grantees, strategic partners, and others to inform our research and to identify needs. We believe mutual and continuous learning will not only advance progress toward our vision, but also stimulate innovative solutions to issues impacting women and girls.

→ **EQUITY AND INCLUSION:** We strive to understand intersections of identities and to address structural systems of inequity in the pursuit of equity. We believe that deliberately including diverse perspectives in our work and in our decision making will lead to better results.

→ **STEWARDSHIP AND ACCOUNTABILITY:** We act with integrity and intentionality, look backward and forward on important issues, focus on systemic change, and measure our results. We hold ourselves accountable to our mission, our donors, our stakeholders, and the communities we serve.



### Our Goals

Throughout 2016, The Women's Foundation of Colorado's (WFCO) Board of Trustees and staff engaged in rigorous analysis and dialogue to recommend the strategies included in this plan. The process was informed by comprehensive research, designed to gain insights from diverse Coloradans and WFCO stakeholders. The resulting framework allows WFCO to be adaptable in a rapidly changing environment, brings a sharpened focus to our work, emphasizes cultivating philanthropy by and for women and girls, maps a statewide strategy, and sets WFCO on a path to long-term sustainability and impact.

#### ROOTED IN RESEARCH.

WFCO has established four integrated goals to accomplish by 2021 that are rooted in research. We surveyed and listened to nearly 1,300 diverse Coloradans, including many women who self identified as not being able to provide for themselves and their families on the amount of money they earn. They told us what they believe should be the top priorities for WFCO to advance and accelerate women's economic security, as well as the degree of difficulty in accessing the resources needed to improve economic outcomes for women and their families.

#### WE LISTENED. WE LEARNED.

Examining the relationship between our survey respondents' perceived priorities and gaps in resources revealed significant alignment and steered WFCO to where change is needed, specifically in helping women in Colorado:

- Earn livable wages
- Earn equal pay regardless of social identity
- Find gainful employment
- Access child care
- Access higher education and job training

## WE FOCUSED.

In response to community input about WFCO's top priorities for helping women and families across Colorado achieve economic security, we identified one unifying link among the priorities: improving *access to resources that will help women earn livable wages*. Gainful employment and equal pay matter most when women also earn livable wages in their jobs. Accessing post-secondary education is tied to greater earning potential and access to affordable, high-quality child care is essential for women with families to enter and remain in the workforce.

### GOAL 1. Focus, align, and integrate our work on livable wages to create more impact.

- **Research:** Leverage WFCO's strength in research to learn and understand more about the issues on which we are focused.
- **Policy Advocacy:** Promote public policies and practices that advance the progress of women and girls in Colorado, and specifically strengthen economic security for women.
- **Strategic Grantmaking:** Focus holistic grantmaking on the area of livable wages and enhance evaluation to measure outcomes.\*
- **Convening & Learning:** Share information and solicit input for broader understanding of how we can advance and accelerate economic opportunities for Colorado women and their families.
- **Communications:** Enhance our storytelling to strengthen all other strategies.

### GOAL 2. Ensure organizational sustainability to meet the current and future needs of Colorado women and their families.

- Continually refine our financial model to invest in the most impactful strategies, build our operating reserve and grow our endowment, and increase donor engagement.
- Become recognized as an excellent employer for those who are committed to significant change in the lives of women and girls.

### GOAL 3. Use effective communications to catalyze community and cultivate philanthropy.

- Launch a rebranding campaign that will synthesize, demonstrate, and position our unique value to donors, funders, grantees and other strategic partners, regional committee members and other volunteers, media, elected officials, and policymakers.

### GOAL 4. Support our statewide presence to achieve greater impact.

- Strengthen our infrastructure to support a statewide presence.
- Pilot and evaluate a regional granting model.

## WE GO TO WORK.

The Women's Foundation of Colorado formally began implementation of the 2017-2021 strategic plan as we entered our new fiscal year on April 1, 2017.

*Why livable wages? We believe a livable wage is essential on the path to economic prosperity and is more than enough to adequately meet a family's needs without public or private supports, which is the definition of the Self-Sufficiency Standard (SSS). WFCO research and partner input will help quantify how much more than the SSS women need to achieve a livable wage, begin to live beyond necessity, and reach economic security.*

We acknowledge that our overall mission is ambitious and that the problem is complex. Consistent with our values, WFCO may modify tactics over the next five years as we learn from our statewide community and partners and move toward greater impact.

*\*Grantmaking guidelines will be released on June 1, 2017 at [www.wfco.org](http://www.wfco.org).*

[www.wfco.org](http://www.wfco.org)