

EXECUTIVE SUMMARY

IMPLEMENTING THE GIRLS INC. 2021-2025 STRATEGIC PLAN



**girls
inc.**

Inspiring all girls to be strong, smart, and bold

IMPLEMENTING THE GIRLS INC. 2021-2025 STRATEGIC PLAN

INTRODUCTION

Over the last decade and a half, Girls Inc. has developed and implemented three major strategic plans. The first two resulted in the significant shifts that enabled the organization to become more effective, grow its brand and increase the number of girls it serves, and formed the strong foundation upon which to build the newest plan, **GIRLS INC. STRATEGIC PLAN 2021-2025: LEADING THROUGH INNOVATION & RESILIENCY**.

Girls Inc.'s mission, "Inspiring all girls to be strong, smart and bold," applies to the organization itself and is definitely amplified by this latest strategic plan. The plan calls for the organization to be **STRONG** and contains new revenue generating ideas, many of which are done in conjunction with the Affiliates to accomplish a shared purpose, creating a dynamic and unified effort. These include organizing a network-wide fundraising event, determining new revenue streams and collaborating in new ways to guarantee that Girls Inc. remains strong and becomes even stronger.

There is a major emphasis on being **SMART**. The plan calls for sharpening the focus of the Girls Inc. Experience, reviewing the current learning systems, creating responsive and cutting-edge programming and the training necessary to deliver it, and sharing them across the network. Improving communications between National and the Affiliates and among the Affiliates is a key element of the plan and critical to the organization's success and growth.

Finally, the **BOLD** aspect is addressed in many ways. The plan includes increased advocacy at the national, affiliate, and girl levels so the organization can better use its influence to move policy in ways that benefit girls and can give girls more opportunities to use their voices for change. It recognizes the need and potential to engage alumnae more widely, and the power of the combined efforts of National and the Affiliates in achieving this goal. And finally, it calls to the forefront two core concepts: innovation and diversity, equity and inclusion (DEI) and demands that these be integrated in the organization's operations and in its communications.

STRONG, SMART, BOLD—key elements of the new strategic plan that will help guide its progress over the next three to five years and ensure that Girls Inc. will continue to grow, increase its presence in legislatures and communities, and reach girls wherever they are with the exciting programming that is the Girls Inc. Experience.

As you read these next pages that detail how the implementation will take place, we hope you feel excited and inspired, knowing that this roadmap will help take the organization to new heights and reinforce its position as the leader in the Girl space.





BACKGROUND

The strategic plan set as its goal for Girls Inc. to create a sustainable organization that has a resilient culture to ensure a thriving community of strong, smart, and bold girls.

To attain this goal, it set three strategic priorities:

- Innovate funding and revenue streams to develop a sustainable organization
- Leverage the knowledge of the network to create a resilient culture
- Enhance the core components of Girls Inc. to ensure a thriving community

Each strategic priority then had outputs and activities that needed to be carried out to meet that strategic priority. The plan also included two underlying truths: Innovation and Diversity, Equity and Inclusion (DEI). These were presented as two “cultural traits that should pervade every aspect of the strategic priorities.”

The intent is to provide a clear roadmap of what needs to be accomplished, by whom and by when so staff can plan for and execute the strategies in the most efficient and effective manner possible. It should be noted that while the strategic plan is for five years, the implementation plan focuses on the first three years. This will allow the organization to make the cultural shifts and undertake the work demanded by the plan, reassess and integrate learnings into the work of the final year.

GIRLS INC. WILL CREATE A SUSTAINABLE ORGANIZATION THAT HAS A RESILIENT CULTURE TO ENSURE A THRIVING COMMUNITY OF STRONG, SMART, AND BOLD GIRLS.

“ This is a bold plan that will further strengthen the partnership among Girls Inc. National and our affiliate organizations. ”

Stephanie J. Hull, Ph.D.
Girls Inc. President & CEO



CONCLUSIONS

The strategic plan contains new, exciting ideas that will ensure that Girls Inc. remains strong, bold and smart. However, creative and daring ideas take time to develop and to become integrated into Girls Inc.'s operations and planning. What is required for this to happen is taking the time to truly understand what is involved in accomplishing each goal and then moving forward to implement it in a timely and efficient manner. It will require dedicated efforts to enact the changes in a systematic way that builds buy-in and resources along the way. For example, in many cases, FY'22 is being designated as the year to conduct an audit or hire a consultant that will help the organization better understand what is involved and how to move forward. It will then be prepared to implement the initiatives in the following years.

Creating a culture takes time. The plan clearly calls for creating a culture of innovation and advocacy. This will require dedicated efforts at the National level as well as from leadership at the Affiliate level. Only with consistent and widespread messaging and integration into ongoing work will this change begin to take place.

Additionally, the plan includes strategies to assist Girls Inc. in accomplishing its goal of remaining a sustainable and highly relevant organization, which are:

- To focus on and engage alumnae
- To increase its advocacy work and, in so doing, magnify its social justice mission
- To amplify the voices of girls by providing girls with the resources and information they need to lead advocacy campaigns

A major focus of the implementation plan is to increase effective communication within the network so all stakeholders (National management and staff, and Affiliate leadership and staff) can easily share information and learnings with each other. This is critical if cultural changes are to take place but also to build strength and resilience at the Affiliate level, as they will be able to access a wealth of knowledge when necessary.

Although not new concepts, the renewed emphasis on innovation and DEI is significant. Innovation is not simply an idea that surfaces at points but something that underlies everything that the organization does. Similarly, DEI must become part of the organization's DNA; there should be an intentional focus on it throughout the network, especially when considering infrastructure, hiring and professional development, and board composition decisions.

The National office will provide overall leadership, direction, execution, and in many cases, the resources to achieve the collective goals. That is why it is critical that National be as strong as possible, so it can guide the way with plans, provide the technology and learnings necessary or simply act as an advisor. The strategic plan outlines many opportunities for Girls Inc. to become a leader in the Girl space; implementing it in an efficient and effective manner will ensure its success in inspiring all girls to be strong, smart and bold.