

**girls
inc.**

of Chicago

2023-2026 Strategic Plan





Our Vision

Our vision is a world in which girls' rights are recognized, respected, and valued.



Our Mission

Our mission is to inspire all girls to be **strong**, **smart**, and **bold** through direct service and advocacy.



Our Guiding Principles

Girl Bill of Rights



1.

Girls have the right to be themselves and to resist gender stereotypes.

2.

Girls have the right to express themselves with originality and enthusiasm.

3.

Girls have the right to take risks, to strive freely, and to take pride in success.

4.

Girls have the right to accept and appreciate their bodies.

5.

Girls have the right to have confidence in themselves and to be safe in the world.

6.

Girls have the right to prepare for interesting work and economic independence.

Our Values



Affirmation

We affirm girls in pro-girl environments that reinforce our Girls' Bill of Rights.

Belonging

We know that diversity, equity, and inclusion are critical to creating an equitable society and accomplishing our goals.

Empowerment

We value the lived experiences of the girls we serve and have an identity-affirming, asset-based approach to empowering them to utilize their skills and abilities to improve their lives and communities.

Intersectionality

We provide education and exposure experiences that fill gaps uniquely facing African-American and Latinx girls due to their race, gender, and socioeconomic status.

Exposure

We seek and provide girls with exposure experiences that offer them opportunities they otherwise would likely not receive.

Representation

We strive to connect girls with high-achieving women, with whom they identify, to facilitate networking, promote positive self-esteem, and to offer them opportunities to see themselves reflected in a variety of careers and industries.

Youth Voice

We respect and value girls' voices, opinions, perspectives, knowledge, and ideas.





Our Strategic Focus

Most of the girls we serve face intersectional issues due to their gender, race, socioeconomic status, and other concerns (e.g., immigration status, sexual identity) that make their life experiences more challenging. Our girls live in historically disinvested communities, primarily on Chicago's South Side, that are plagued by poverty, crime, and violence, and residents are disproportionately impacted by health disparities.

Therefore, we are laser-focused on providing programming and opportunities that ensure girls:

- **Receive** a holistic experience designed to uplift the whole girl;
- **Develop** lifelong skills and tools;
- **Identify** and engage in safe relationships with their peers and trusted adults;
- **Give back** and invest in their communities;
- **Become** lifelong learners; and
- **Embody** the Girls Inc Bill of Rights in their daily actions and lives.

Our Strategic Priorities



Advocacy and Social Justice

Raise awareness about issues impacting girls and our role in empowering girls to advocate for themselves and others.

Community Engagement

Gain recognition as a premier girl-focused organization and well-respected leader in nonprofit leadership and management through building partnerships with community organizations, corporations, and government agencies.

High-Quality Programming

Deliver high-quality, data-informed, rigorously evaluated programming that empowers girls to reach their fullest potential.

Operational Efficiency

Establish and maintain the infrastructure needed to ensure high performance.

Revenue Generation

Increase the long-term financial viability and sustainability of our work.

Uplifting Girls' Voices

Encourage girls to activate their voices for change in their schools and communities.

Workplace Wellbeing

Establish and maintain a supportive work environment and workplace culture that promotes mental health, self-care, and career development.



Strategic Priorities by Year

Targets

YEAR 1

YEAR 2

YEAR 3

Advocacy and Social Justice

100% integration of the Girls' Bill of Rights in our operations and programming.



Expand the reach of our advocacy work.



Community Engagement

Increase corporate engagement by 25% each year.



Expand the reach of our citywide initiatives by 20% each year.



Increase earned media mentions by 25%.



High-Quality Programming

Complete semi-annual reviews to develop best practices and strive for continuous quality improvement.



Ensure that every girl has at least two (2) exposure experiences per year that close opportunity gaps.



Increase facilitators' self-efficacy.



Improve parent and school partner efficacy to meet girls' needs.



Strategic Priorities by Year

Targets

YEAR 1

YEAR 2

YEAR 3

Operational Efficiency

Implement best practices and innovations that will result in operational excellence and improved productivity.



70% of employees will meet their performance goals in year two and 75% in year three.



Lease a new facility for our operations and the delivery of consistent citywide programming that meets the needs of our girls and our staff.



Revenue Generation

Build at least six months operating expenses in our reserves by year two and nine months by year three.



Uplifting Girls' Voices

Provide at least two (2) speaking engagement opportunities for girls to participate in each year.



75% of girls will report their satisfaction with the Girls Inc. Experience by year two, 85% by year three.



Workplace Wellbeing

40% employee volunteer turnover rate by year two and 35% by year three.



Strategic Footprint

Where will we be in three (3) years?

Scope	Strategic Priorities	Positioning	Notes
Branding	<ul style="list-style-type: none">• Community Engagement• Revenue Generation	<ul style="list-style-type: none">• Clearly defined value proposition• Recognition as a premier girl-serving organization	
Demographic Served	High-Quality Programming	<ul style="list-style-type: none">• Serving at least 900 youth each year across school-based (800) and citywide programming (100)• Retention of at least 70% of existing school partners• Discuss the potential expansion to Chicago's West Side	
Facility	Operational Efficiency	<ul style="list-style-type: none">• Secured a temporary facility for operations and programming• Initiating the steps to begin a capital campaign to secure the funds needed for a permanent Girls Inc. facility• High-performing organization with high-achieving team members	
Funding	Revenue Generation	<ul style="list-style-type: none">• Fiscally responsible with diversified income streams and sizable reserves	<ul style="list-style-type: none">• Includes hiring of new senior-level development team lead
Measurable Impact	<ul style="list-style-type: none">• Advocacy and Social Justice• High-Quality Programming• Uplifting Girls' Voices	<ul style="list-style-type: none">• Recognition as a thought leader in activating and strengthening youth voices• Ability to provide quantitative data to demonstrate measurable impact in girls' lives based on key performance indicators	
Staff	Workplace Wellbeing	<ul style="list-style-type: none">• Reputation for being one of the best nonprofits to work for in Chicago	

Advocacy and Social Justice

Raise awareness about issues impacting girls and our role in empowering girls to advocate for themselves and others.

Targets	Strategies and Key Inputs	Primary Responsibility	Timeline
100% integration of the Girls' Bill of Rights in our operations and programming.	<p>Conduct an audit of all program curricula, employee handbooks, operations manuals, and other applicable documents and make applicable, necessary adjustments to reinforce alignment.</p> <p>Key Inputs</p> <ul style="list-style-type: none">Semi-annual assessments of organizational documents	Executive Leadership Team	Ongoing
Expand the reach of our advocacy work.	<p>Deliver timely educational advocacy programming on issues impacting our girls that uphold our mission, vision, and values.</p> <p>Key Inputs</p> <ul style="list-style-type: none">Girls Inc. Network-Wide Policy and Advocacy PlatformGirls Inc. Teen Advocacy Council	Director of Programs Program Manager	Ongoing
	<p>Hold at least one meeting with an elected official per year (either local, state, or national) to help advance our girls' advocacy projects.</p> <p>Key Inputs</p> <ul style="list-style-type: none">Girls Inc. advocacy staff training and capacity buildingPolicy statementsPolicy position papers	Executive Leadership Team	June 30th of each year

Community Engagement

Gain recognition as a premier girl-focused organization and well-respected leader in nonprofit leadership and management through building partnerships with community organizations, corporations, and government agencies.

Targets	Strategies and Key Inputs	Primary Responsibility	Timeline
Increase corporate engagement by 25% each year.	<p>Establish and maintain relationships with employee resource/volunteer groups for ongoing (e.g. speaker series) and one-off opportunities such as “Bring a Girl to Work Day” or career shadow days.</p> <p>Key Inputs</p> <ul style="list-style-type: none">• Collateral materials to share with CSR professionals and representatives from ERGs (flyers, toolkits, one-pagers)• Calendar of events for corporate partners	<p>CEO</p> <p>Senior Development and Events Associate</p> <p>Program Manager</p>	Ongoing
Expand the reach of our citywide initiatives by 20% by each year.	<p>Deepen existing and expand new partnerships with community organizations.</p> <p>Key Inputs</p> <ul style="list-style-type: none">• Collateral materials to share with partners• Resource sharing opportunities• Community events	Program Manager	Ongoing
Increase earned media mentions by 25%.	<p>Pitch newsworthy stories to local media outlets.</p> <p>Key Inputs</p> <ul style="list-style-type: none">• Media advisories• Media kits• Press releases	<p>CEO</p> <p>Senior Development Manager</p>	Ongoing

High-Quality Programming

Deliver high-quality, data-informed, rigorously evaluated programming that empowers girls to reach their fullest potential.

TARGETS

Strategies and Key Inputs

Primary Responsibility

Timeline

Complete semi-annual reviews to develop best practices and strive for continuous quality improvement.

Implement processes and invest in tools to improve data collection, management, and reporting.

Key Inputs

- Data collection tool
- Customer relationship management database
- Staff training

Director of Programs

Program Manager

Curriculum and Program Implementation Specialist

Program Associate

December 31st and June 30th of each year

Ensure that every girl has at least two (2) exposure experiences per year that close opportunity gaps.

Offer a variety of exposure experiences that connect girls with professionals and industries they otherwise would not have had access to or considered.

Key Inputs

- Corporate engagement collateral materials
- Meetings with corporate partners
- Citywide program calendar

Director of Programs

Program Manager

Program Facilitators

Board of Directors

Associate Board

Ongoing

Improve parent and school partner efficacy to meet girls' needs.

Provide professional and/or personal development training for school staff and/or parents.

Key Inputs

- Needs assessments surveys and/or meetings with school administrators, local school council, PTA, and other parent groups

Director of Programs

Program Manager

Senior Program Facilitators

Program Facilitators

Youth Mental Health Counselor (grant funded)

Ongoing

High-Quality Programming

Deliver high-quality, data-informed, rigorously evaluated programming that empowers girls to reach their fullest potential.

TARGETS

Increase facilitators' self-efficacy.

Strategies and Key Inputs

Provide professional development and training opportunities that promote an identity-affirming, asset-based approach to programming and facilitation.

Leverage facilitators' capacity to develop and maintain mentoring relationships with girls to cultivate girls' interest and engagement in our programming.

Optimize facilitators' skills and knowledge to ensure their mastery of the Girls Inc. approach to facilitation.

Key Inputs

- Program staff training schedule
- Online asynchronous training (Learning Central, LinkedIn Learning)
- Synchronous departmental training
- Personal professional development plans

Primary Responsibility

Director of Programs
Program Facilitators

Timeline

Ongoing

Operational Efficiency

Establish and maintain the infrastructure needed to ensure high performance.

Targets	Strategies and Key Inputs	Primary Responsibility	Timeline
<p>Implement best practices and innovations that will result in operational excellence and improved productivity.</p>	<p>Continuously evaluate and make improvements to internal controls and all applicable procedures, policies, handbooks, and relevant documents.</p> <p>Key Inputs</p> <ul style="list-style-type: none"> Semi-annual assessments of organizational documents 	<p>CEO</p> <p>Senior Director, Finance & Operations</p> <p>Board of Directors Finance Committee</p>	Ongoing
	<p>Establish formal succession plans for all major functional areas.</p> <p>Key Inputs</p> <ul style="list-style-type: none"> SWOT analysis Core competencies templates Career development model 	<p>CEO</p> <p>Senior Director, Finance & Operations</p> <p>Board of Directors Executive Committee</p>	12/31/2023
<p>70% of employees will meet their performance goals by year two and 75% by year three.</p>	<p>Invest in comprehensive, high-quality professional development and training for employees at all levels across the organization to maximize employee performance.</p> <p>Key Inputs</p> <ul style="list-style-type: none"> Results from core competency self-assessments Staff training interest survey 	<p>Executive Leadership Team</p>	Ongoing
	<p>Work with community partners and local colleges and universities to provide free and/or low-cost training to all staff.</p> <p>Key Inputs</p> <ul style="list-style-type: none"> Staff training interest survey 	<p>Senior Director, Finance & Operations</p> <p>Senior Program Manager</p>	Ongoing
<p>Provide Lunch and Learn sessions to promote the development of GloC staff.</p> <p>Key Inputs</p> <ul style="list-style-type: none"> Staff training interest survey Creation of Speakers Bureau 	<p>Senior Director, Finance & Operations</p> <p>Board of Directors</p> <p>Associate Board</p>	Ongoing	

Operational Efficiency

Establish and maintain the infrastructure needed to ensure high performance.

Targets

Obtain a facility for our operations and the delivery of consistent citywide programming that meets the needs of our girls and our staff.

Strategies and Key Inputs

Conduct comprehensive research to identify viable properties and funding models to obtain a new temporary facility.

Key Inputs

- List of non-negotiable amenities
- Site visits
- Cost comparison analysis

Primary Responsibility

CEO

Senior Director,
Finance & Operations

Board of Directors

Timeline

4/1/2023

Conduct the necessary pre-work needed to initiate a capital campaign to secure funding sources, which may include a combination of loans, donations from high net-worth individuals and philanthropists, grants, to purchase (and renovate, as needed) a Girls Inc. facility.

Key Inputs

- Feasibility study

CEO

Board of Directors

6/30/2025

Revenue Generation

Increase the long-term financial viability and sustainability of our work.

Targets

Build at least six months operating expenses in our reserves by year two and nine months by year three.

Strategies and Key Inputs

Increase financial and networking support from our Board of Directors and Associate Board.

Increase sponsorships and investment from corporate donors.

Maintain existing and develop new relationships with major donors.

Key Inputs

- Comprehensive fund development plan
- Individual fund development plans

Primary Responsibility

CEO

Senior Development and Events Associate

Board of Directors

Associate Board

Timeline

Ongoing

Develop succinct value propositions for potential partners, sponsors, and donors.

Key Inputs

- Programmatic strategic plan
- Outcomes data

CEO

Board of Directors

6/30/2025

Uplifting Girls' Voices

Encourage girls to activate their voices for change in their schools and communities.

Targets

Provide at least two (2) speaking engagement opportunities for girls to participate in each year.

Strategies and Key Inputs

Amplify girls' voices by sharing their needs and concerns with our stakeholders and the community at large.

Key Inputs

- GloC-sponsored events (e.g. Bold Expressions Fest, Kickback Series)
- Community presentation meetings and conferences (e.g. Chicago Girls Summit)
- Press releases and media advisories

Primary Responsibility

Director of Programs
Program Manager

Timeline

Ongoing

75% of girls will report their satisfaction with the Girls Inc. Experience by year two, 85% by year three.

Improve the relevance of programming by soliciting and incorporating feedback from girls through survey data and/or focus groups.

Key Inputs

- Annual Strong Smart Bold Metrics Outcomes Survey (SSBMOS)
- Girl pre and post-test program assessments

Director of Programs

Program Manager

Curriculum and Program Implementation Specialist

Program Associate

Ongoing

Workplace Wellbeing

Establish and maintain a supportive work environment and workplace culture that promotes mental health, self-care, and career development.

Targets	Strategies and Key Inputs	Primary Responsibility	Timeline
40% employee volunteer turnover rate by year two and 35% by year three.	<p>Provide ongoing opportunities for all staff to communicate their feedback to organizational leadership.</p> <p>Key Inputs</p> <ul style="list-style-type: none">All-staff team meetingsMonthly meetings with CEO and Executive Leadership Team (e.g. Coffee and Conversations, Team Tea Time)	CEO	Ongoing
	<p>Continue and expand our wellness initiative to provide mental health days and activities for staff.</p> <p>Key Inputs</p> <ul style="list-style-type: none">Calendar of wellness activitiesStaff paid time off	Executive Leadership Team	Ongoing
	<p>Ensure that 75% of all staff have established career development plans.</p> <p>Key Inputs</p> <ul style="list-style-type: none">Organizational career development model	Executive Leadership Team	2/28/2024
	<p>Continue Monthly Perks program to promote staff appreciation.</p> <p>Key Inputs</p> <ul style="list-style-type: none">Monthly perks scheduleFree, low-cost items from local businesses	Senior Director, Finance & Operations	Ongoing

Workplace Wellbeing

Establish and maintain a supportive work environment and workplace culture that promotes mental health, self-care, and career development.

Targets

Strategies and Key Inputs

Primary Responsibility

Timeline

Continue Culture Club activities to celebrate individual and organizational achievements and cultural observances.

Senior Director,
Finance & Operations

Ongoing

Culture Club

Key Inputs

- Results from staff “favorite things” survey
- Calendar of health and cultural observances



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