



Strategic Plan 2019-2021

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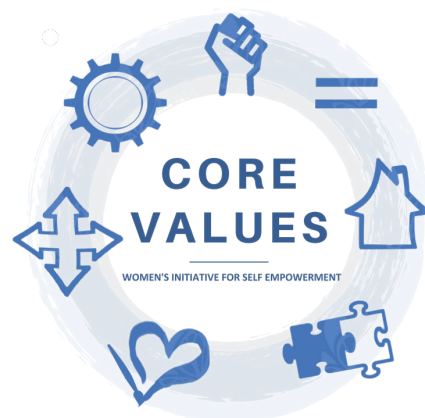


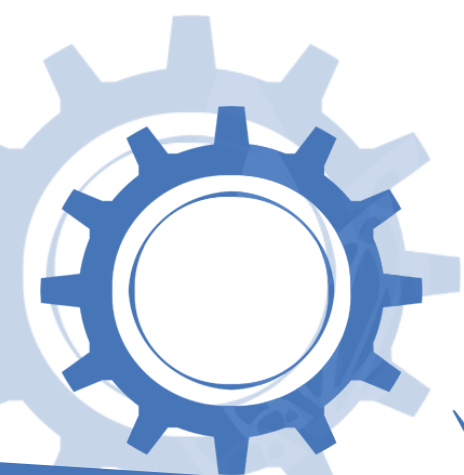
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core values

SELF-DETERMINATION & SELF-ACTUALIZATION

Each woman and girl should have the freedom to develop her own identity, take pride in both her cultural heritage and personal accomplishments, and choose the best path for herself.

Mission

Empower immigrant and refugee women and girls to succeed.

Vision

WISE envisions a future where immigrant and refugee women and girls will be honored for their wisdom, celebrated for their leadership, and empowered to create change in their lives and their communities.

Drawing on the resilience of multi-ethnic immigrant women and girls, WISE fosters their strength and creates a safe space to build the self-awareness, self-confidence, and self-sufficiency out of which they can transform their communities.



ARTS FOR HEALING & LEARNING

Art is a powerful tool for expression and empowerment that helps immigrant and refugee women and girls learn and heal.

**core
values**

Strategic Goals

GOAL 1 ●

Strengthen and expand programs to more effectively support immigrant women and girls through different phases of their lives.

GOAL 2 ●

Expand advocacy efforts to grow public awareness and increase visibility of the issues and challenges affecting immigrant and refugee women and girls.

GOAL 3 ●

Maintain partnerships and seek new opportunities for collaboration to leverage resources for the success of immigrant and refugee women and girls.

GOAL 4 ●

Ensure the sustainability of the organization to continue its mission into the future through diversified funding sources, effective management, strong governance, managed growth, and appropriate planning, including succession planning.

GOAL 5 ●

Position WISE to initiate a capital campaign for its own building.

GOAL 6 ●

Position WISE as a national leader in immigrant and refugee girl's education and leadership.

GOAL 7 ●

Challenge systems to become culturally responsive to the needs of immigrant and refugee girls and women in the areas of education, safety, economic justice, social justice, immigration, and health and wellness.



core values

CROSS-CULTURAL COMMUNICATION

Each culture is nuanced in its communication, verbal and non-verbal. WISE is intentional in learning about these nuances and assisting immigrant and refugee girls and women in learning to effectively communicate across cultures and share understanding.

Milestones

BOARD | G3 G4

- Recruit three new board members
- Form ad-hoc facilities committee
- Annual review of by-laws and all agency policies
- Annual review of Executive Director

HEALTH & WELLNESS | G4

- Create a health and wellness policy for the agency
- Create benefits package that includes medical, dental, life, disability, and 401K insurance

FACILITIES | G5

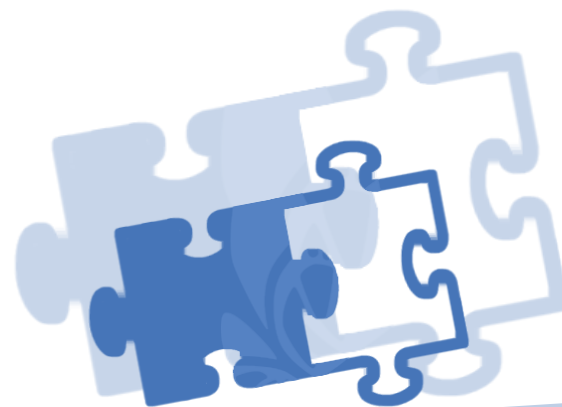
- Assess future spaces
- Create feasibility study for capital campaign

FUNDRAISING | G2 G4

- Conduct major gift cultivation
- Hold four major fundraising events per year:
 - International Women's Day
 - GGAL Luncheon
 - Give to the Max
 - Wine-tasting & Silent Auction
- Investigate feasibility of federated campaigns
- Research donor engagement/recognition strategies

STAFF | G1 G4

- Expand staffing to meet program expansion needs
- Quarterly staff retreats
- Annual board-staff retreat
- Create individual staff development plans
- Train all direct services staff on trauma-informed services and advocacy



DIVERSITY & INCLUSION

Women and girls from different cultural backgrounds share commonalities and when working together they can impact social change and create solutions for themselves.

core
values

ORGANIZATIONAL CAPACITY-BUILDING | G1G4

- Complete Charities Review Council Accountability Wizard for 2019
- Annual review of fiscal policies
- Explore pertinent certifications for youth programming and college prep

- Goal 1: Strengthen and expand programs
- Goal 2: Expand advocacy efforts
- Goal 3: Maintain partnerships
- Goal 4: Sustain organization
- Goal 5: Initiate capital campaign
- Goal 6: Position WISE as national leader
- Goal 7: Challenge systems

PROGRAM DEVELOPMENT | G1

- Incorporate meditation, yoga, art, and other wellness activities into the curriculum
- Increase parent engagement
- Offer intensive language services
- Design summer transition program for high school seniors transitioning into college

COMMUNICATIONS | G2G3

- Increase interaction with social media followers
- Annual review and revision of communication plan
- Develop and strengthen relationships with multilingual media outlets
- Develop and implement communications policy
- Leverage additional resources for communications plan implementation

TECHNOLOGY | G4

- Create and implement a technology plan with accompanying depreciation costs for inclusion in budget

MARKETING | G2

- Develop and implement marketing plan that promotes branding
- Maintain website current with new content and photos, etc.



core values

ECONOMIC SUSTAINABILITY

Economic sustainability and self-sufficiency is the cornerstone of being able to realize one's full potential. When immigrant women and girls fully participate in the economic system they and their community thrive.



STRATEGIC ALLIANCES | G3 G6 G7

- Research feasibility of forming a coalition of youth-servicing organizations that focus on refugee and immigrant youth
- Develop three new strategic relationships with higher education institutions per year
- Expand membership with groups focusing on immigration, K-12 education, higher education, immigrant and refugee health, gender-based violence, and non-traditional employment for women
- Expand relationships with corporations with financial and human resources that can benefit WISE
- Continue to identify advantageous memberships in coalitions

COMMUNITY LEADERSHIP | G3 G6 G7

- Host quarterly conferences that position WISE as a state-wide leader in issues impacting immigrant and refugee issues
- Develop working relationships with immigrant and refugee-owned social services and youth-servicing agencies in the Twin Cities

FISCAL MANAGEMENT | G4

- Create annual spreadsheet budget
- Create financial statements that have historical comparisons and variances
- Complete the form 990 by May 15th of each fiscal year
- Annual review of fiscal policies
- File annual report with the attorney general's office by June 30th
- Create a cash reserve by the end of 2021

EVALUATIONS | G1 G4

- Refine evaluation tools for each program area
- Conduct semi-annual and annual evaluation
- Document historical comparisons of evaluation data
- Produce year-end programmatic reports with final evaluations including findings, recommendations and fiscal reports



EQUITY
All human beings deserve equitable treatment and access to justice, resources, opportunities, education, and fairness. WISE champions this equitable treatment and access to ensure the best possible outcomes for the immigrant and refugee women and girls it serves.

core values



Over the next three years WISE staff, board members, partners, and stakeholders will work towards the goals outlined in this strategic plan in order to position WISE as a national leader in immigrant and refugee girl's education and leadership. To accomplish its goals, WISE will build new partnerships with immigrant and refugee service organizations in the Twin Cities, expand its programs to reach more immigrant and refugee female-identified youth beyond the St. Paul area, develop a sustainable donor management system, and host fundraisers and conferences to inform the public about issues affecting immigrant and refugee communities.

WISE would like to thank those who partook in the creation of this strategic plan, and those who are actively involved in accomplishing the strategic goals outlined for 2019-2021:

The Women of WISE

Pamela Zeller, *Executive Director*
 Nancy Hlee Vang, *GGAL Program Coordinator*
 See Lee, *WeLEAD Program Coordinator*
 Pakou Khang, *Communications and Development Coordinator & AmeriCorpsVISTA Volunteer*
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 Naly Vang, *Former Youth Program Manager*
 Mysee Chang, *Former WeLEAD Program Coordinator*

WISE Board Members

Aleksandra Alcheva, *Chair*
 Rebecca Khankari, *Secretary*
 Sajya Singh, *Treasurer*
 Tedla Kefene, *Member*
 Najat Hamza, *Member*

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core values

SOCIAL JUSTICE & ADVOCACY

WISE advocates for systems change that increases opportunities for all people to develop their unique potential and to use their assets fully to benefit themselves and contribute to society.



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