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# 2022-2027 Strategic Plan

## DEVELOPED BY

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# About Us



WISE was created by a group of multicultural women in 1995. They came together to address the disparities in the treatment of immigrant women and those born in the U.S. in terms of educational opportunities, employment, and career advancement. Over time the organization has continued to expand its understanding of the dynamics which hold back immigrant and refugee women\*, girls and those on the feminine gender spectrum from achieving their full potential. Historically, and even today, women earn less than their male counterparts, and immigrant and refugee women even less than them. Immigrant and refugee women and girls have had to flee violent situations in their home countries and communities, suffer sexual assault as a weapon of war, and endure significant oppression that has limited their freedom of movement, expression, and choice.

Why does WISE focus exclusively on immigrant and refugee women when they are not the only ones to suffer these atrocities? Because, when you create equity, resources, opportunities and access for those most vulnerable in your society, you create it for all. Until women, girls and individuals on the feminine gender spectrum have the same economic opportunities and compensation, can live without the fear of sexual assault and other forms of violence, and have all of the freedoms and rights that every human being deserves, WISE will continue to focus exclusively on this population.

Women are at the center of family life and cultural preservation. Communities are built and supported by those families. By lifting up women and girls we support the healthy development of families and communities, which in turn leads to their self-determination and self-actualization.

\*Throughout this document when the terms women and girls are used it is understood that this also includes any individual who identifies on the feminine gender identity spectrum.

# Mission

Our mission is to support immigrant and refugee women, girls and those on the feminine gender spectrum in their journey of self-actualization through culturally-responsive education, advocacy, systems change and resource development.

We accomplish our mission through strategic alliances, leveraging resources, and designing services that incorporate its core values.

We recognize the resiliency of immigrant and refugee women, girls and those on the feminine gender spectrum, and honor their lived experiences and wisdom.

We understand that the path to self-actualization is unique to each individual, and requires courage, healing, and generosity of spirit.

We believe it is a basic human right for all to access quality education, have reproductive freedom, and to live free of violence. Racial justice, environmental justice, economic justice, and social justice are all inextricably intertwined with achieving equity across issues, ethnicities and socio-economic classes. We at WISE strive to live our core values and all of these aspects of societal justice.

# Vision

We envision a world where immigrant and refugee women, girls and those on the feminine gender spectrum, are celebrated for their leadership, honored for their wisdom, and recognized for their contributions to an equitable, just and violence-free world.



# Core Values



## Cross-Cultural Communication

Each culture is nuanced in its communication, verbal and non-verbal. We are intentional in learning about these nuances and assisting immigrant and refugee girls, women and those on the feminine gender spectrum in learning to effectively communicate across cultures and share understanding.

## Social Justice & Advocacy

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

## Economic Sustainability

Economic self-sufficiency is the cornerstone of being able to realize one's full potential. When immigrant and refugee girls, women and those on the feminine gender spectrum fully participate in the economic system, they and the community thrive.

## Recognizing Art as a Powerful Tool for Learning and Healing

We embrace the power of art to help immigrant and refugee girls, women and those on the feminine gender spectrum to express themselves, be empowered, to learn and to heal; and strives to incorporate art exposure and activities into its core programming.

## Self-Determination & Self-Actualization

It is the right of each woman, girl and individual on the feminine gender spectrum to 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.

## Equity

All human beings deserve equitable and fair treatment and access to justice, resources, opportunities, and education. We champion this equitable treatment and access to ensure the best possible outcomes for the immigrant and refugee girls, women, and those on the feminine gender spectrum we serve.

## Diversity & Inclusivity

Immigrant and refugee women and girls and those on the feminine gender spectrum, although from different cultural backgrounds, share commonalities, and when working together they can impact social change and create solutions for themselves.

**Economic Sustainability**

**Equity**

**Self-Determination & Self-Actualization**

**Social Justice & Advocacy**

**Diversity & Inclusivity**

**Cross-Cultural Communication**

**Recognizing Art as a Powerful Tool for Learning and Healing**

# Strategic Organizing Goals



## GOAL 1

Strengthen 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, girls and those on the feminine gender spectrum.

## GOAL 4

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

## GOAL 5

Initiate a capital campaign for our own building that will house programs, administration, community partners, and social entrepreneurial endeavors.

## GOAL 6

Position WISE as a national leader in education and leadership for immigrant and refugee girls and those on the feminine gender spectrum that is centered on our core values.

## GOAL 7

Challenge systems to become culturally responsive and equitable in meeting the needs of immigrant and refugee girls, women and those on the feminine gender spectrum in the areas of education, safety, economic justice, reproductive health, social justice, immigration and health and wellness.



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# Board



## MILESTONES

**B1**

Create a succession plan for the Executive Director position.

**B2**

Hold two board-staff retreats per year.

**B3**

Sign conflict of interest and confidentiality agreements annually.

**B4**

Maintain a minimum of 8 board members on the roster at all times.

**B5**

Evaluate the Executive Director on an annual basis.

Review bylaws, personnel policies and fiscal policies on an annual basis.

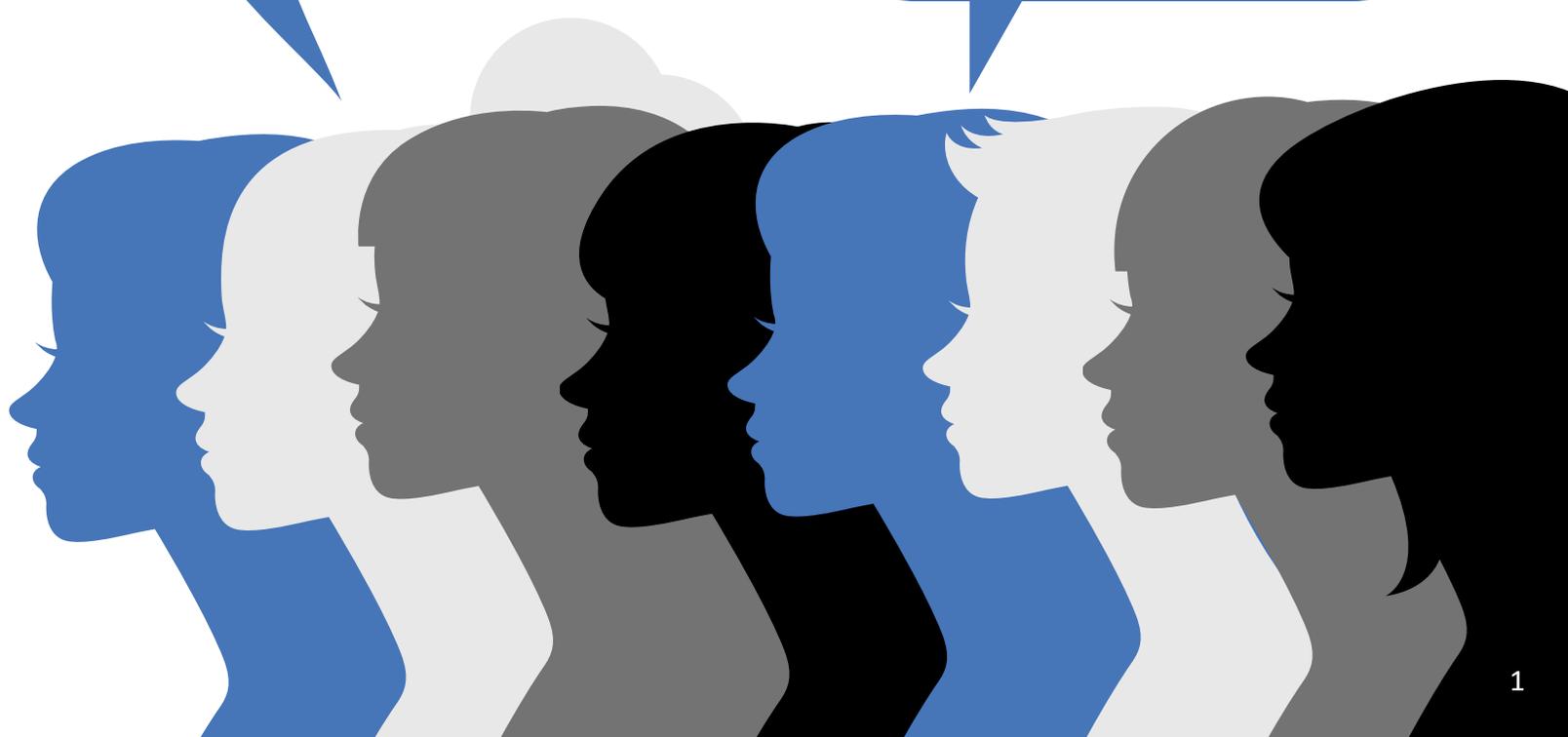
**B6**

**B7**

Offer board development opportunities to board members, i.e. workshops, conferences, guest speakers, etc.

Ensure all board members understand financial statements, roles and responsibilities.

**B8**





**HW1**

Create a health and wellness policy.



**HW2**

Incorporate Health and Wellness collective activities for staff.



**HW3**

Promote positive mental health and self-care within the work environment.



**HW4**

Before open enrollment each year, have a MNSure Navigator/Broker review the different types of coverage and what is considered a good insurance plan or have an open enrollment registration week for staff (open invitation for participants to learn as well).



**HW5**

Create benefits package that includes 401K, short-term and long-term disability insurance, medical and dental insurance, and life insurance.

# Health & Wellness

MILESTONES



# Facilities

## MILESTONES



F1



Assess future space needs.

F2

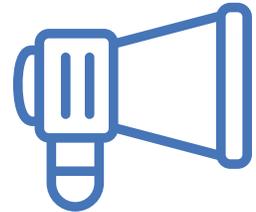


Conduct feasibility study for conducting a capital campaign.



Create a pro forma budget for space to be acquired.

F4



Conduct capital campaign.

F3



Create major capital gift ask packet.

F5



# Program Development

## MILESTONES

**PD1**



Design and implement health and wellness programs for immigrant or refugee women and/or female-identified adults; incorporate these teachings into GGAL and WeLEAD curricula.

**PD2**



Design and implement a small business development program for immigrant and/or refugee women and female-identified adults.

**PD3**



Design and implement international partnerships that focus on eliminating child marriage, girls education, and leadership development.

**PD4**



Increase parent engagement.



**PD5**

Design summer transition program for high school seniors entering post-secondary education.

**PD6**



Offer intensive language services.

**PD7**



Design and implement training program for DV/SA immigrant and/or refugee advocates.

**PD8**



Pilot International Youth Leadership Development for Lebanese, Syrian and Iraqi participants in collaboration with CSP Fellow Hanin Omran.



Develop three new strategic relationships with higher education institutions per year.

SA1

Expand relationships with corporations with financial and human resources that can benefit WISE.

SA2

Continue to identify advantageous memberships in coalitions.

SA3

Research feasibility of forming a coalition of youth-serving organizations that focus on refugee and immigrant youth.

SA5

SA4

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.

# Strategic Alliances



MILESTONES

# Fundraising

## MILESTONES

FR1



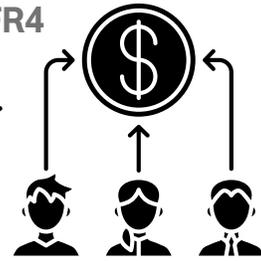
Create a Scholarship Fund for WeLEAD participants.

FR3



Hold four major fundraising events per year, one of which is in-person and the rest online: International Women's Day, WISE Luncheon, Give to the Max, Other.

FR4



Investigate feasibility of federated campaigns.

FR2



Conduct major gift cultivation.

FR5



Research donor engagement and recognition strategies.



# Organizational Capacity Building

## MILESTONES

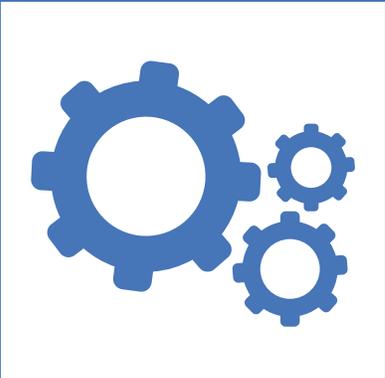


Complete the Charities Review Council Accountability Wizard 2022.

**OCB1**

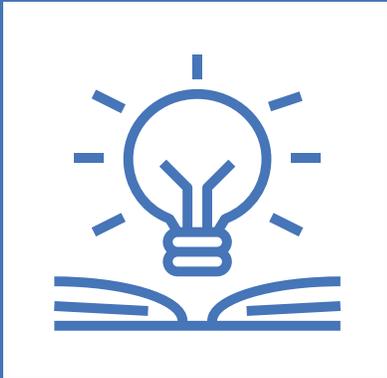
Explore pertinent certifications for youth programming and college preparation.

**OCB2**



Design and implement a social enterprise project that will combine job training with revenue generation for WISE.

**OCB3**

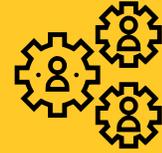


# Staff

## MILESTONES



**S1** Expand staffing to meet programming needs.



**S2**



Hold quarterly staff retreats.

**S3**

Continue to offer sabbaticals at 3, 5, and 7+ years of employment for research/program design/project development/shadowing other programs/etc.



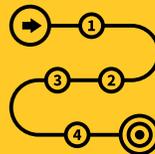
**S4**



Provide ongoing training on trauma-informed service delivery and advocacy.

**S5**

Create individual staff development plans.



# Communications

## MILESTONES

C1



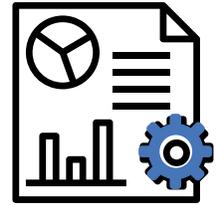
Develop accessibility guidelines for social media and digital media content.

C3



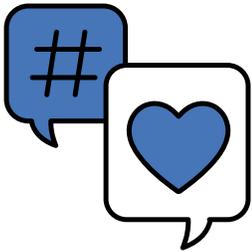
Develop and strengthen relationships with multilingual media outlets.

C5



Annual review and revision of communication plan.

C2



Increase interaction with social media followers.

C4

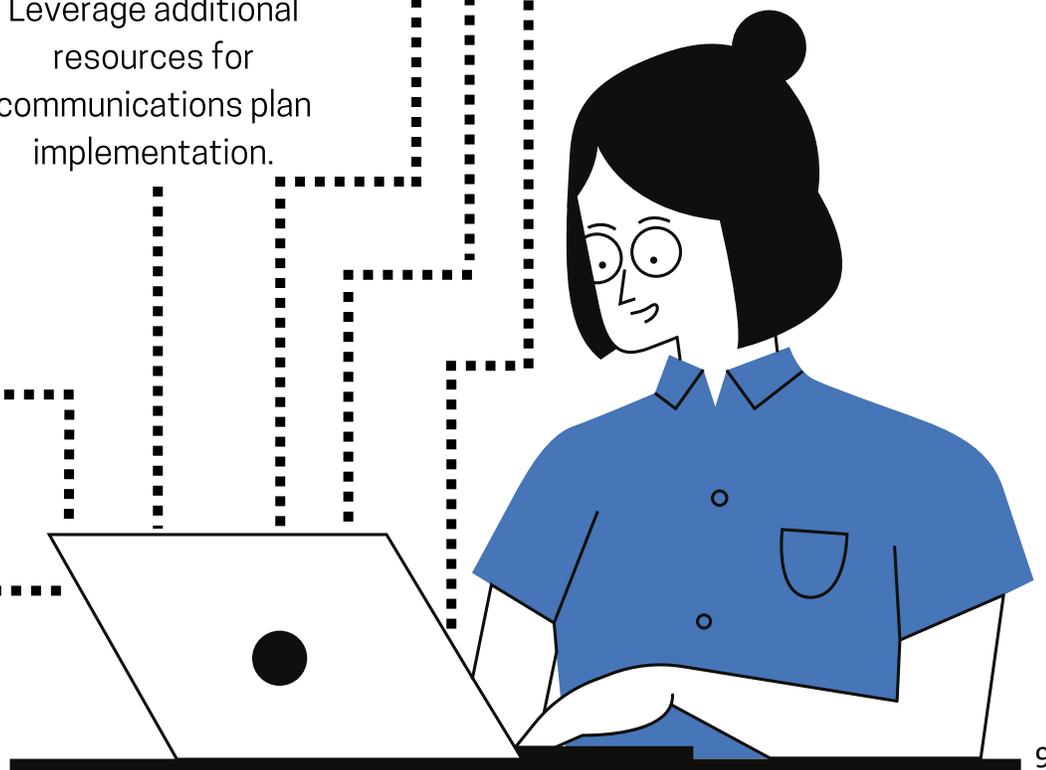


Leverage additional resources for communications plan implementation.

C6



Develop and implement communications policy.



# Technology

## MILESTONES

### T1

Explore emerging technology software and applications for use in WISE programming, social media, and website.

### T2

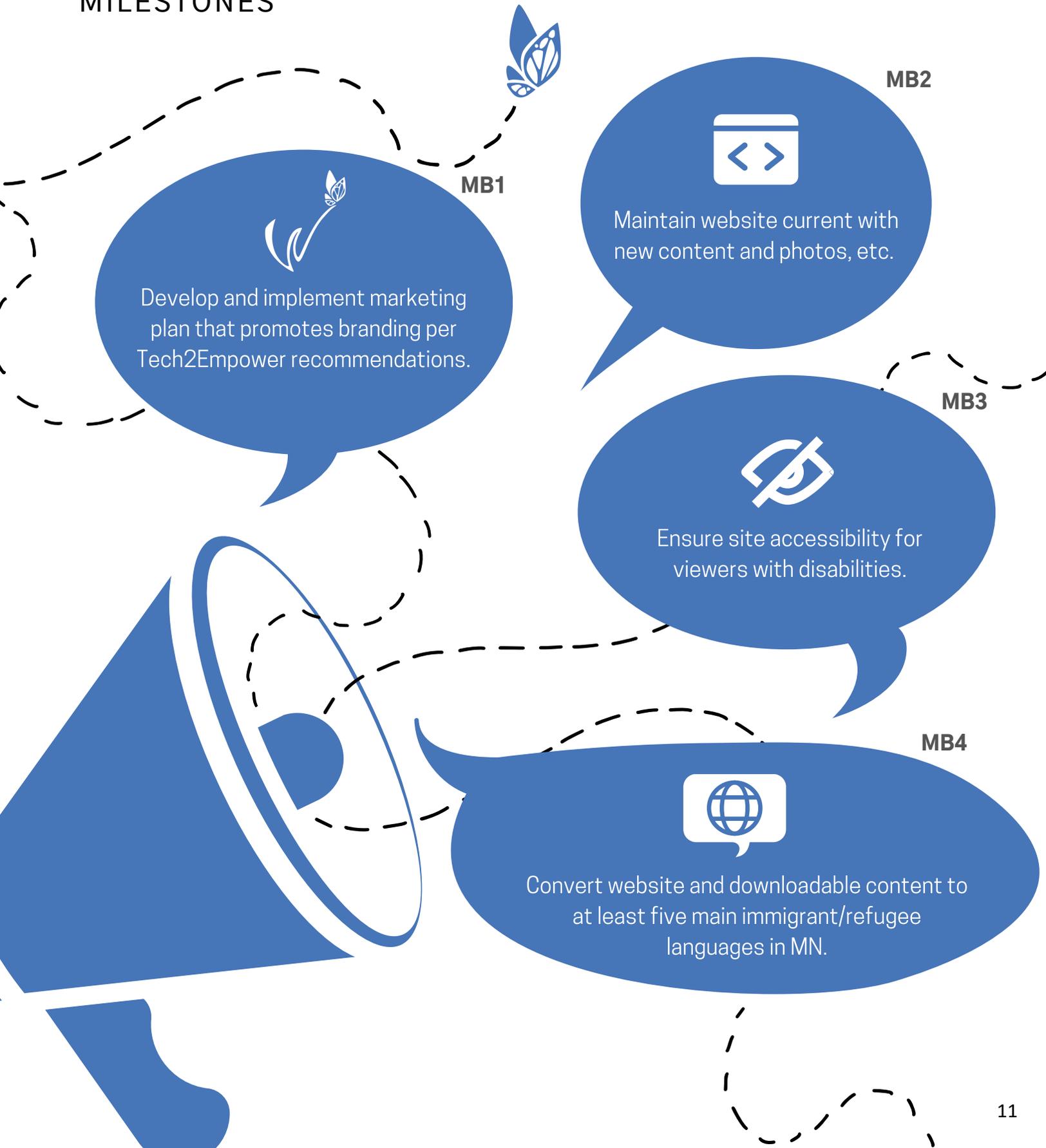
Create a technology plan for current and future technology needs and replacements.

### T3

Assess technology barriers and needs of WISE participants as a precursor to raising funds to meet those needs.

# Marketing & Branding

## MILESTONES



# Fiscal Management



## MILESTONES



100%

\$

%

Times



<b>FM1</b>  Create annual spreadsheet budget.	<b>FM2</b>  Create financial statements that have historical comparisons and variances.	<b>FM3</b>  Complete the form 990 by the filing deadline each fiscal year.
<b>FM4</b>  File annual report with the attorney general's office by the filing deadline.		
<b>FM5</b>  Create a cash reserve by the end of 2023.		

Host quarterly conferences that position WISE as a state-wide leader in issues impacting immigrant and refugee issues.

Attend culturally specific events to create awareness of the organization and conduct outreach to communities.



CL1

CL2

# Community Leadership

MILESTONES

CL4

CL3

Build free and public written/audio/video resources on social justice, sexual violence prevention, parent engagement and other topics related to the immigrant and refugee community.

Develop and maintain working relationships with immigrant and refugee-owned social services and youth-servicing agencies in the Twin Cities.

# Evaluation

## MILESTONES



**E1**

Refine evaluation tools for each program area.



**E2**

Produce year-end programmatic reports with final evaluations including findings, recommendations and fiscal reports.



**E3**

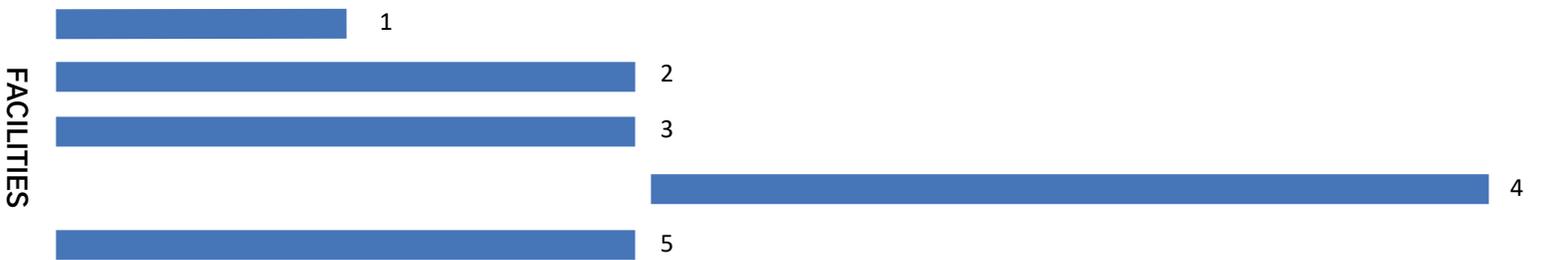
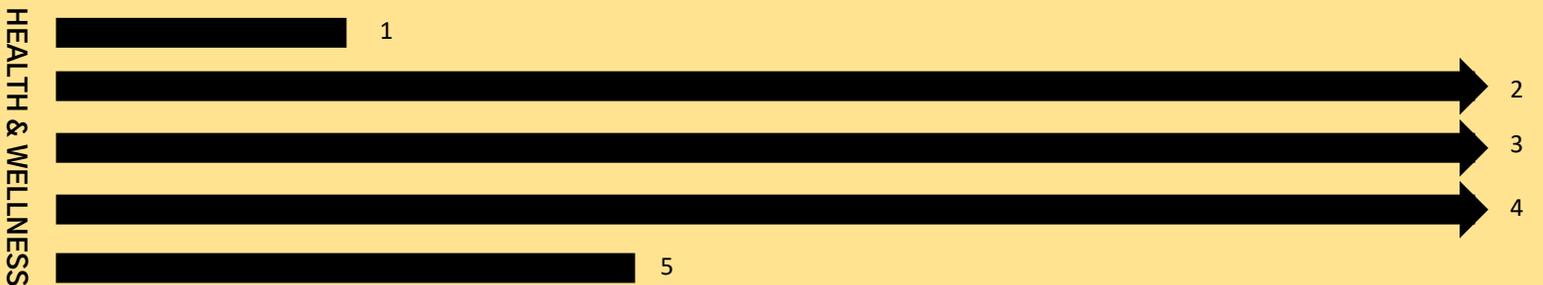
Document historical comparisons of evaluation data.



**E4**

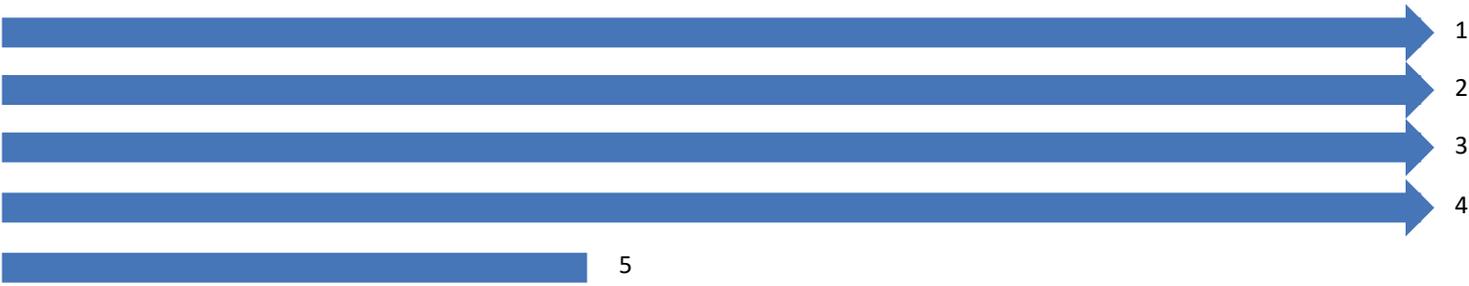
Conduct semi-annual and annual evaluation.

# Timeframe 2022–2027

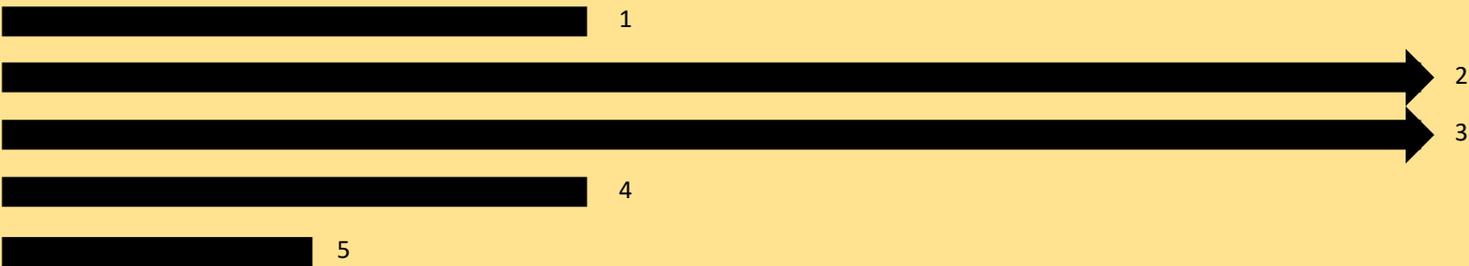




**STRATEGIC ALLIANCES**



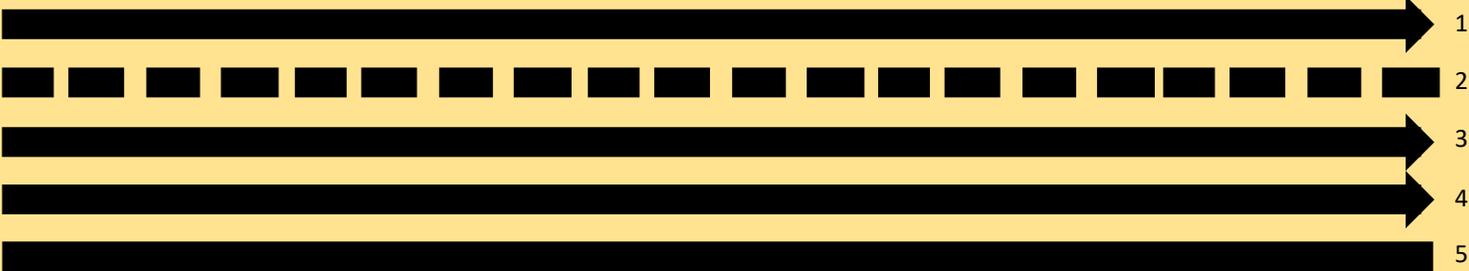
**FUNDRAISING**



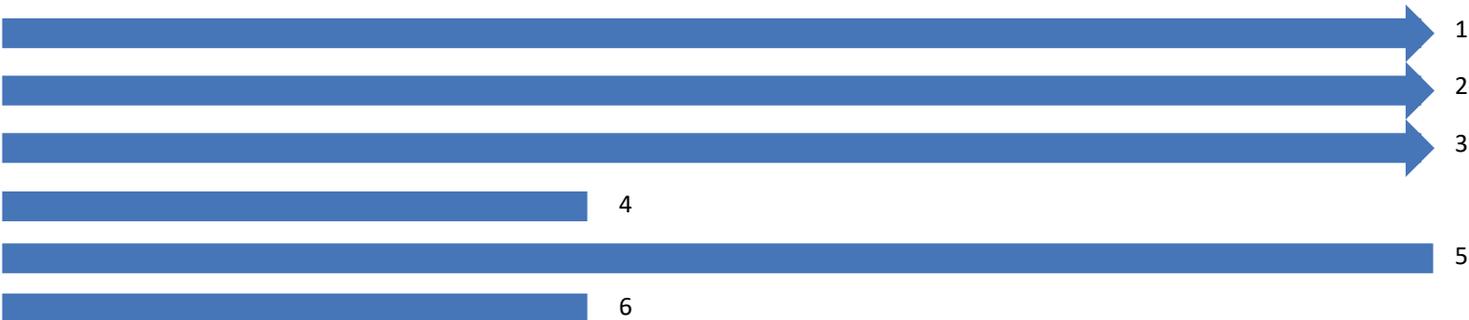
**ORG. CAPACITY BUILDING**



**STAFF**



**COMMUNICATIONS**





**TECH.**



**MARKETING & BRANDING**



**FISCAL MGMT**



**COMM. LEAD.**



**EVALUATION**

