In identifying and articulating the strategic initiatives we are recommending, the Strategic Planning Task Force sees our greatest opportunity for expanded impact via growth in CFW’s leadership development efforts and leveraging the work of others in support of our mission.
We propose maintaining our focus on supporting economic security, access to health care, and freedom from violence for women and girls,

while undertaking a significant advocacy initiative to lead a collaboration in achieving specific objectives towards gender equity in the Chicago region.
Underpinning our ability to meet these goals is our need for sustained and substantial expansion of our asset base, something made possible by our work over the past several years.
the strategic goals address seven opportunities, weaknesses, and threats called out in the prioritized SWOT analysis.

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reputation for effective leadership and organizational development, and patient grantmaking</td>
<td>1. Lack of clarity regarding The 100% Project</td>
</tr>
<tr>
<td>2. Well respected/long involvement in civic and community circles</td>
<td>2. Attempting to do too much to be consistently effective with current capacity</td>
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<tr>
<td>3. Highly qualified staff with passion for what we do</td>
<td>3. No clear organizational value proposition</td>
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<tr>
<td>4. Reach and breadth of grantees and communities served</td>
<td>4. Narrow individual donor base</td>
</tr>
<tr>
<td>5. Financial strength that provides CFW with stability</td>
<td>5. Board members’ skills/networks not effectively and consistently leveraged</td>
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<tr>
<td>6. Compelling brand and communications</td>
<td>6. Limited meaningful and useful engagement opportunities for volunteers</td>
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<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bring partners together for greater impact</td>
<td>1. Competition for mission achievement and charitable dollars</td>
</tr>
<tr>
<td>2. Become recognized leader/convener/voice in gender equity</td>
<td>2. Advanced age of significant percentage of CFW donor base not yet replaced</td>
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<tr>
<td>3. Position for and seek dramatic increase in assets and broadening donor base</td>
<td>3. Political environment in Illinois dismantling safety net/social sector</td>
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<td>4. Develop an approach to accelerate impact/scale effective nonprofits</td>
<td>4. Expectations of younger generations require CFW technology updates to keep pace</td>
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<tr>
<td>5. Become better known by those in Chicago region critical to funding and executing our mission</td>
<td>5. Community violence/murders overshadows violence against women</td>
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<tr>
<td>6. Broaden circles of influence and policy work around violence</td>
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</table>
CFW leverages our impact by developing women leaders and expanding the capacity of organizations that directly advance our mission.
Goal 1

CFW leverages our impact by developing women leaders and expanding the capacity of organizations that directly advance our mission.

Objectives

a. By June 2018, CFW will expand Giving Circles to include a South Side Giving Circle and expand the membership of all circles from 120 to engage at least 200 members

b. CFW will continue to broaden and expand our Women’s Leadership Development Initiative, doubling our investment by July 2019 to $500,000 annually

c. By July 2019, CFW will initiate a Capacity Building Partnership Program via multi-year investments in select nonprofits with whom CFW has previously worked

d. Building on our ongoing research and commencing July 2020, CFW will fund specific, outcome-targeted initiatives in support of our strategic issue areas

Rationale

Working intentionally to develop and expand the number of women leaders in the Chicago region is well aligned with CFW’s identity and is a program not undertaken broadly by other organizations. Developing women leaders has many positive direct and indirect effects on the mission of CFW and is a true leverage point for the organization. Similarly, helping expand the capacity of exceptional grantees will pay dividends for years after CFW’s involvement. Finally, with CFW’s expertise and understanding of the Chicago region’s landscape of issues, funding specific outcome-targeted initiatives that are guided by data-driven research will be a way to achieve those outcomes most needed, possibly through collaborations and partnerships.
CFW leads, connects, and supports individuals and institutions working to achieve gender equity in the Chicago region by 2030.
Goal 2

CFW leads, connects, and supports individuals and institutions working to achieve gender equity in the Chicago region by 2030.

Objectives

a. By July 2017, CFW will lead and convene a growing coalition to define specific objectives towards achieving gender equity in the Chicago region by 2030.

b. CFW will strengthen our grants portfolio (in economic security) to further the goals of The 100% Project by increasing our investments from $1.1M (FY2015) to $1.6M (FY2020).

c. Annually in September, beginning in 2017, CFW will issue a public report on the progress towards achieving gender equity.

Rationale

In developing the framework of The 100% Project, we have laid the foundation for our leadership role and begun developing the coalition that will be essential in achieving its goals. We acknowledge that it will be the coalition that determines the specific objectives and timeline, a process we are committed to leading with our time, talent, and financial resources. We have begun this effort, and our leadership will further its momentum.
goal 3

CFW expands our capacity for impact through sustained and substantial growth of our asset base.
Goal 3

CFW expands our capacity for impact through sustained and substantial growth of our asset base.

Objectives

a. Beginning in FY2018, CFW commits to a 10 percent average annual growth in our grants and program services to reach $5 million annually by FY2021

b. CFW will double our asset base to $25 million by FY2025 using strategies to include:
   – By January 2017, CFW will launch a planned giving initiative
   – By June 2017, CFW will develop a plan to proactively pursue a merger strategy
   – CFW will prepare for and launch an endowment campaign commencing no later than July 2019

Rationale

Committing to a specific and significant annual average increase in our grants and programs (through fundraising and/or use of assets) is a powerful statement to the communities we serve and a call around which we can all rally. With our current asset base, we are in a position to make this pledge when coupled with our objective of doubling our asset base to $25 million utilizing specific tactics to do so.
With a new mission statement:

CFW invests in women and girls as catalysts, building strong communities for all.

and an updated vision statement:

Chicago Foundation for Women envisions a world in which all women and girls have the opportunity to thrive in safe, just and healthy communities.

These strategic goals and their accompanying objectives focus our strategic efforts to accelerate impact for the next five years.