

A black and white photograph of four women of diverse backgrounds leaning on a metal railing in front of a building. The woman on the far left is wearing a light-colored blazer and has her arms crossed on the railing. The woman next to her is wearing a white button-down shirt and is looking directly at the camera. The woman in the center is wearing a dark blazer and is looking slightly to the right. The woman on the far right is wearing a dark long-sleeved top and is looking towards the camera with a slight smile. The background shows a multi-story building with windows and an air conditioning unit. The overall mood is professional and community-oriented.

STRATEGIC PLAN

2019–2021

**THE
NEW YORK
WOMEN'S
FOUNDATION**
Radical generosity.



A MOMENT OF OPPORTUNITY

The New York Women's Foundation is proud to present our strategic plan for 2019-2021. This plan presents four key priorities:

1. **Advancing economic, gender, and racial justice for women and families through strategic grantmaking;**
2. **Deepening the culture of philanthropy and solidifying our donor-centric approach;**
3. **Increasing our influence and impact through strategic communications; and**
4. **Strengthening our workplace as a model of equity and excellence.**

The strategies we are pursuing are designed to move the needle toward justice and equity for all women, including young people, immigrants, people with disabilities, and transgender and gender non-conforming individuals.

COVER
Brotherhood/Sister Sol

LEFT
Hetrick-Martin Institute (HMI)

ORGANIZATIONAL BACKGROUND

The Foundation creates an equitable and just future for women and their families by creating a cross-cultural alliance that ignites action and invests in bold, community-led solutions across the city.

The Foundation has awarded \$77 million over 31 years, including more than \$11 million in 2018. Through a vibrant community of nearly 400 grantee partners across New York City, we direct critical resources into underinvested communities to support economic advancement, anti-violence and safety, and health, sexual rights, and reproductive justice for all women. We have grown significantly and built a track record of success as an early investor in small community-based organizations, 80% of which are still thriving.

Every facet of The Foundation's work is aligned with our guiding principles:

- **Effective and sustainable solutions come from within communities.**
- **Women are authors of their lives and change makers in their communities.**
- **Grantees are partners and knowledgeable experts.**
- **We carry out philanthropy with transparency, respect, and partnership.**
- **A participatory approach between community members, leaders, and funders creates opportunities for local solutions and long-lasting change.**
- **Long-term investment in grantee partners facilitates leadership development, organizational sustainability and impact.**

RIGHT
Violence Intervention Program





ONE CITY FOUR AND A HALF MILLION WOMEN AND GIRLS

ABOVE
Correctional Association of New York

New York is one of the richest, most culturally vibrant cities in the world. As New Yorkers, we pride ourselves on openness to our diverse neighbors and to new ideas. We expect our economy to create opportunity for all. Scratch the surface, though, and it becomes clear that our city not only remains deeply unequal, but that extreme inequity is growing.

New York City is incredibly diverse—as documented in The Foundation’s November 2018 report, *Blueprint for Investing in Women Age 25-59*, the city’s female-identified population is 27% Latina, 23% Black, 16% Asian, and 31% White, with an average of 40% of each of these groups being new immigrants and a measurable percentage of each group self-identifying as LGBTQI. We must consider the ways in which our laws, policies, systems and investments affect all women.

The New York Women’s Foundation works with and on behalf of all women, paying particular attention to underinvested communities: people of color, young and senior women, immigrants, women with disabilities, and LGBTQI and gender non-conforming individuals.

We focus on the impact of persistent discrimination, like the fact that women earn less than White males across all job categories, with the largest wage gaps occurring among Black women (earning 55 cents for every dollar a White man earns), Latina women (earning 46 cents for every dollar a White man earns¹), and women with a disability (earning, on average, nearly \$9,000 less than women without disabilities, and \$16,000 per year less than men without a disability²). This discrimination has serious consequences—because of the city’s high cost of living, nearly three-quarters of single mothers who work full-time, year-round, are still not earning enough to support their families.³

We focus on the consequences of systematic underinvestment. For example, because of inadequate investments in our health systems, more than 3,000 women per year in New York City experience a serious health complication during childbirth,⁴ which in particular manifests as unacceptably high rates of maternal morbidity and mortality for Black women. Because of inadequate investments in housing and support systems, three-quarters of the 60,000 homeless individuals in NYC are families, many headed by single mothers.⁵

We focus on ending gender-based violence, recognizing that it threatens the economic stability, health and safety of women, especially for women of color, immigrant women, and the transgender and gender non-conforming community. And we focus on the consequences of some communities still being invisible to policymakers, such as the fact that transgender and gender non-conforming communities face higher rates of sexual assault and intimate partner violence than their cisgender peers.⁶

These challenges are compounded in part because of our city lacks diverse female leadership. The gender ratio on our City Council lags more than ten points behind the average of other large cities in the U.S.⁷ Women are less likely to be in leadership positions in larger nonprofit organizations,⁸ and people of color make up less than 10% of nonprofit board seats and CEO roles.⁹ As a result, the people who are in decision-making roles may not fully understand the lived experiences of the people they are seeking to represent and support.

Strategic philanthropy can help address these issues. However, only 2% of philanthropic funding in the U.S. is targeted to women and girls of color,¹⁰ with significantly less funding dedicated to the transgender and gender non-conforming communities. In other words, we must do more if we expect philanthropy to serve the needs of women and girls. The Foundation’s commitment to challenging deep-rooted injustice and inequality has never been more relevant or more needed.

¹ New York City Office of the Comptroller. (2018). Power and the gender wage gap: How pay disparities differ by race and occupation in New York City; Office of the Public Advocate of New York City. (2018). Analysis of the gender gap in New York City’s workforce.

² Barrier Free Living. (2019).

³ Women’s Center for Education and Career Advancement. (2014). Overlooked and undercounted: the struggle to make ends meet in New York City

⁴ NYC DOHMH, Severe Maternal Morbidity, 2008-2012. (2016).

⁵ The Coalition for the Homeless, 2018.

⁶ James, S. E., Herman, J. L., Rankin, S., Keisling, M., Mottet, L., & Anafi, M. (2016). The Report of the 2015 U.S. Transgender Survey. Washington, DC: National Center for Transgender Equality.

⁷ The Council of the City of New York Women’s Caucus. (2017). Not making it here: Why are women underrepresented in New York City politics?

⁸ The White House Project Report: Benchmarking Women’s Leadership. (2009).

⁹ BoardSource. (2017). Leading with intent: 2017 national index of nonprofit board practices.

¹⁰ Travers, J. (2018). Ripple effect: A foundation looks to women and girls of color to take the lead. Inside Philanthropy.



THE PATH

FORWARD

THE 2019–2021 STRATEGIC PLAN

LEFT
Hetrick-Martin Institute (HMI)

In creating this plan, The Foundation has gathered feedback from constituents in a broadly inclusive strategic planning process. Our constituents tell us that we must:

- **Maximize our investment and increase impact in our key focus areas of economic security, anti-violence and safety, and health, sexual rights, and reproductive justice.**
- **Expand funding to emerging issues that affect women's economic security, including criminal justice, affordable housing, and women's participation in the political process.**
- **Act as both an early investor and a long-term builder of organizations.**
- **Support organizations and leaders who challenge us to think deeply and strategically about transformational and sustainable solutions.**
- **Engage donors in advancing our mission.**

Most importantly, we must maintain our commitment to economic justice with an explicit focus on gender and racial equity.



African Communities Together

GOAL ONE

ADVANCE ECONOMIC, GENDER AND RACIAL JUSTICE FOR WOMEN AND FAMILIES THROUGH STRATEGIC GRANTMAKING



Over the next three years, we will invest over \$30 million in women leaders and community-led organizations that strive to build a safer, healthier, and more economically secure future for women in New York City and beyond. This will include:

- **Strategy 1: Strengthening the impact of our economic security grantmaking through innovative practices and strategies (e.g., worker co-ops, entrepreneurship, land ownership, and micro-enterprise), a focus on growing areas of need (immigrant rights, people with disabilities, safe and affordable housing, and affordable, high-quality child care), and expanding The Foundation’s Justice Fund;**
- **Strategy 2: Increasing our investment and impact to eliminate gender-based violence and ensure safety through new strategies and survivor-led leadership locally and beyond (e.g., The Fund for the Me Too Movement and Allies);**
- **Strategy 3: Increasing our investment in health, sexual rights, and reproductive justice, especially for low-income women, women of color, and transgender women;**
- **Strategy 4: Expanding women’s leadership across multiple platforms through investments in capacity building and organizational development, increased funding for women of color as civic and political leaders, narrative shift and culture change, The NYC Fund for Girls and Young Women of Color, and the Girls Ignite Grantmaking program; and**
- **Strategy 5: Expanding our influence in policy, furthering our mission by influencing philanthropic practices, and increasing advocacy funding.**

GOAL TWO
**DEEPEN THE
CULTURE OF
PHILANTHROPY
AND SOLIDIFY OUR
DONOR-CENTRIC
APPROACH**

2

To help realize philanthropy's role as a driver of systemic change, we will build a pipeline of future philanthropists who are committed to and adept at using their resources. As we continue to focus on our donor-centric paradigm, we will connect donors with our vision of economic, gender, and racial justice. To achieve our grantmaking goal of \$30 million over the next three years, we will engage in a strategic fundraising approach, including:

- **Strategy 1: Adopting creative approaches to reach and sustain current donors, including increasing and diversifying our Board as well as developing segmented strategies for donors across generations, interest areas, and giving capacity;**
- **Strategy 2: Expanding and deepening our existing base of democratic donors, including enhanced work with a number of communities that could be better engaged, as well as an increased focus on events and e-giving;**
- **Strategy 3: Expanding and attracting a base of new high-net worth supporters through a donor recognition and engagement program;**
- **Strategy 4: Creating new tools and new ways of giving through donor-advised funds, charitable remainder trusts, planned giving, annuities, and issue-based collaborative funds; and**
- **Strategy 5: Rebooting our corporate strategy to increase engagement and funding sources, and deepening our partnerships with mission-driven investors.**



Ignite!

NEW YORK UNIVERSITY
YOUNG WOMEN'S
FOUNDATION



Girls for Gender Equity

GOAL THREE

INCREASE OUR INFLUENCE AND IMPACT THROUGH STRATEGIC COMMUNICATIONS

3

To increase The Foundation's influential position as an expert in women's philanthropy, we will advance our key messages and our program and fundraising objectives in a way that resonates with targeted audiences and the public-at-large. This advancement will in turn amplify our impact by further increasing brand recognition, educating philanthropy and encouraging others to adopt our best practices, uplifting grantee partners to further their success, and attracting new donors. This work includes:

- **Strategy 1: Expanding our reach and presence through media coverage, social media, online advertising, and digital video content aimed at core audiences, including decision makers, thought leaders, institutional and individual donors, grantee partners, community partners, Millennials, women of color, and LGBTQI communities;**
- **Strategy 2: Increasing our brand recognition through stronger partnerships with key media outlets and journalism projects, improved use of digital platforms, joint communications activities with grantees, and additional placements in platforms such as journals, publications, and conferences;**
- **Strategy 3: Leveraging thought leadership to increase our influence through speaking engagements, public education events, dissemination of research and impact, and a greater role in the news coverage on issues that impact the communities in which we invest;**
- **Strategy 4: Supporting fundraising goals through donor-centric messaging and materials, greater feedback from donors, as well as amplified efforts to reach multi-generational audiences; and**
- **Strategy 5: Maximizing capacity through strategic investment in talent and internal systems.**

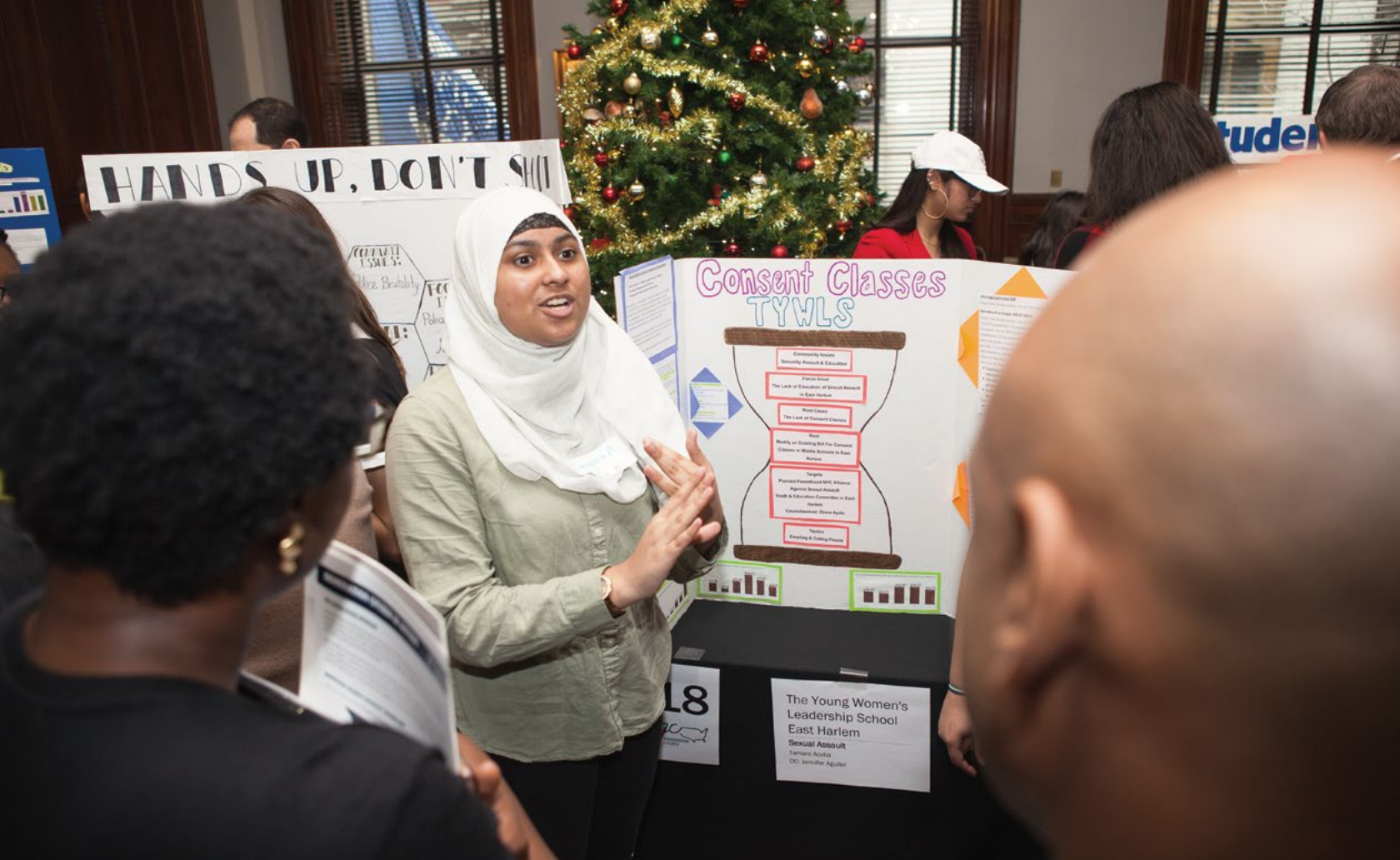
GOAL FOUR

STRENGTHEN OUR WORKPLACE AS A MODEL OF EQUITY AND EXCELLENCE



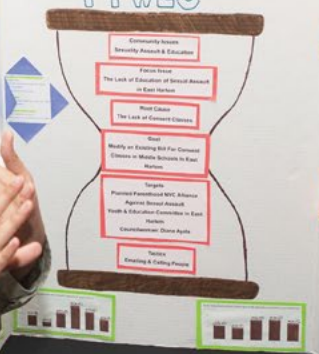
As we advance our vision of supporting all women and promoting economic, gender, and racial justice, we will ensure that every element of our internal operations reflects our vision and values by:

- **Strategy 1: Aligning philanthropic best practices with our deeply held values in all we do, including human resources, staff development, financial management, and sharing the knowledge and impact created by our work;**
- **Strategy 2: Creating and disseminating knowledge and impact generated through The Foundation’s activities by rebuilding the evaluation and strategic learning functions;**
- **Strategy 3: Ensuring that all investments and governance align with our mission through mission-related investments, prioritizing women of color in contracting, and continuous organizational reflection, evaluation, agility, and intention; and**
- **Strategy 4: Maintaining excellence in board governance through continued engagement, governance skill development, and continuity of equity in leadership.**



HANDS UP, DON'T SHUT UP

Consent Classes TYWLS



18

The Young Women's
Leadership School
East Harlem
Sexual Assault
Tamara Acosta
DC: Jennifer Aguilera

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Kay White
Grants Assistant

RIGHT
Girls for Gender Equity

BACK COVER
DAMAYAN Migrant Workers
Association, Inc.





**THE
NEW YORK
WOMEN'S
FOUNDATION**
Radical generosity.

The New York Women's Foundation creates an equitable and just future for women and families by uniting a cross-cultural alliance that ignites action and invests in bold, community-led solutions across the city.

39 Broadway, 23rd Floor
New York, NY 10006
212.514.6993
www.nywf.org



@NewYorkWomensFoundation
@nywomensfdn