TRANSFORMING FOR A NEW DAY

WOMEN’S FOUNDATION OF MINNESOTA

2022-2029 Strategic Plan

WFMN.ORG | contactus@wfmn.org | 612.337.5010
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>LETTER FROM THE PRESIDENT/CEO</td>
<td>4</td>
</tr>
<tr>
<td>LETTER FROM THE BOARD CHAIR</td>
<td>6</td>
</tr>
<tr>
<td>TRANSFORMING FOR A NEW DAY</td>
<td>8</td>
</tr>
<tr>
<td>BOARD OF TRUSTEES</td>
<td>9</td>
</tr>
<tr>
<td>TRANSFORMATION COMMITTEE</td>
<td>9</td>
</tr>
<tr>
<td>THE BIG PICTURE</td>
<td>10</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>11</td>
</tr>
<tr>
<td>WFMN’S JOURNEY TO NOW</td>
<td>14</td>
</tr>
<tr>
<td>WFMN TOUCHPOINTS</td>
<td>16</td>
</tr>
<tr>
<td>WFMN TIMELINE</td>
<td>16</td>
</tr>
<tr>
<td>GROUNDED IN MISSION, VISION, &amp; VALUES</td>
<td>18</td>
</tr>
<tr>
<td>ADVANCING GENDER &amp; RACIAL JUSTICE</td>
<td>19</td>
</tr>
<tr>
<td>THE HEART OF THE MATTER</td>
<td>20</td>
</tr>
<tr>
<td>STRATEGIC GOALS</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>BUILD COMMUNITY POWER AND LEADERSHIP</td>
<td>23</td>
</tr>
<tr>
<td>TRANSFORM CROSS-SECTOR LEARNING, PRACTICE, &amp; ENGAGEMENT</td>
<td>24</td>
</tr>
<tr>
<td>INSPIRE TRANSFORMATIONAL PHILANTHROPIC INVESTMENT</td>
<td>25</td>
</tr>
<tr>
<td>GROW ANTI-RACIST, PHILANTHROPIC PRACTICES</td>
<td>26</td>
</tr>
<tr>
<td>IMPACT AREAS</td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP &amp; COMMUNITY POWER</td>
<td>28</td>
</tr>
<tr>
<td>SAFETY</td>
<td>29</td>
</tr>
<tr>
<td>HOLISTIC WELL-BEING &amp; REPRODUCTIVE JUSTICE</td>
<td>30</td>
</tr>
<tr>
<td>ECONOMIC JUSTICE</td>
<td>31</td>
</tr>
<tr>
<td>LEVERS FOR SYSTEMS CHANGE</td>
<td>32</td>
</tr>
<tr>
<td>GOING ABOUT THE WORK</td>
<td>34</td>
</tr>
<tr>
<td>CONCLUSION</td>
<td>36</td>
</tr>
<tr>
<td>GLOSSARY OF KEY TERMS</td>
<td>37</td>
</tr>
<tr>
<td>CITATIONS</td>
<td>39</td>
</tr>
</tbody>
</table>
Letter from WFMN
President & CEO

GLORIA PEREZ

As the nation’s first statewide women’s foundation, the Women’s Foundation of Minnesota (WFMN) draws its strength from the vibrant and diverse perspectives, experiences, and leadership of Minnesota’s communities – united in creating a world in which all women and girls thrive.

Since WFMN’s founding in 1983, when our founders bridged differences across race, class, ability, and geography to resource long-term change for women and girls, WFMN has been investing in transformation. We have always been bridge-builders, listeners, activists, community leaders, and philanthropists, called to radically imagine a better world for our state’s women and girls.

Working statewide across different communities has revealed that Minnesota’s women and girls are powerful beyond measure. We share an unwavering belief in the transformative power of collective impact, and we make grants, invest in research, advocate for just policies, change harmful narratives, and forge cross-sector partnerships to ensure community-based, community-led solutions across Minnesota.

We know we must transform because our status quo has never been fair or just for women and girls, and especially for Black, Indigenous, communities of color (BIPOC), LGBTQ+ people, low-income families, people with disabilities, and women and girls in rural Minnesota. The systemic barriers and attitudes they encounter from birth reveal the injustice that has always been embedded in a nation that was not created with equity and justice for all.

We are called to do better for the women and girls who make our state exceptional. As a foundation, we have always known that when women and girls do better, our state’s families and communities do better. When we listen to their vision and solutions, we journey toward justice.

We must make a new day for ourselves, our children, and future generations. The time has come for a long-term cultural transformation that centers women and girls in responsive strategies across the state and nation. As we invest in transformation for women and girls, their families, and communities, we strengthen our identity and practice of being an anti-racist community foundation boldly driving systems change for gender and racial justice.
A new day for Minnesota is possible. We see this new day emerging around us, led by women, girls, and communities too long pushed to the margins. We need a new day so that all people can experience a Minnesota where quality of life is high and opportunities are abundant. A new day realizes justice for Black lives and all marginalized communities, prosperity for all women and girls, and dignity for families across the state. In our new strategic plan, we seize the power and possibility of this moment; we reckon with unjust systems and racial injustice, revealed by the pandemic and the reckoning sparked by the killing of George Floyd.

With proven results of our impact, the Women’s Foundation is leading gender and racial justice today in our state. To realize a new day, we will need new and existing partners working together, committed to the creation of equitable and just systems.

Embedded in our new strategic plan is our foundation’s legacy, grounded in collaborative systems change. As connectors and conveners, we will use this strategic plan to collaborate with business, government, philanthropy, and community-led partners to redesign our systems with community power and leadership, safety, economic justice, and holistic well-being and reproductive justice.

As a state, we must understand how individuals at the intersections of identities are impacted by systems and redesign our state as we share our Intersectional Equity and Anti-Racist leadership model, a power analysis for transformative change. We must imagine, innovate, learn, adapt, and act to create a world where all women, girls, and families thrive.

To maximize our strategic goals, we commit to building power, sharing power, and using our power¹ to catalyze transformational change. We honor the vision of our founding mothers and all the women and gender-expansive leaders whose light guides our path. We live into their legacy as philanthropists, activists, and advocates for a world where all women, girls, and families thrive. Their leadership gives me fortitude for the journey we are on together, guided by the power of our state’s communities.

By working together and investing in transformation, we will create a stronger Minnesota.

In solidarity,

Gloria Perez
WFMN President and CEO

"You have to act as if it were possible to radically transform the world. And you have to do it all the time."

– ANGELA DAVIS
Historically, our country has framed social challenges and systemic problems without including Black and Indigenous perspectives or other people of color. As we lift up and define issues in this plan, we are centering the perspectives that typically have been excluded. When we do this, we can hear and hold multiple views at the same time—even opposing perspectives. We take up this challenge with resolve. We know that in listening and holding space for a range of ideas, we will find a way forward that exists within our complexity.

Our moment of collective reckoning with both COVID-19 and the murder of George Floyd allowed more people in Minnesota to see the reality of Black, Indigenous, and people of color. Across the world, we are understanding more deeply the injustices that exist.

Relationships between systems and people have long been out of balance. Our time has forced us to confront the truths about injustice in our world. While we invest and work alongside people and organizations, our intentional path is rooted in gender and racial justice.

In listening to our partners and colleagues, we knew that as a Board, we must invest in transformative change. In a time of uncertainty, the board and staff were guided by justice. We felt called to imagine our possibilities. In proposing a new, seven-year strategic plan, we have worked to be bold in framing solutions for the state’s diverse community of women.

Our philanthropic practice is guided by the Foundation’s values of Hope, Generosity, Courage, Inclusion, and Belonging. These values informed our plan’s development and heightened our sense of possibility. We place great trust in our state’s ability to grow, learn, and change on the path toward equity and justice.
No one sector alone can drive change. As a board, we believe that together we can be better and do better. We chose to create the Transformation Committee – not just a standard strategic planning committee. With the support of The Genius Group (TGG), board members, staff, grantee-partners, and community members activated a transformation process and vision for Minnesota. Together, we clarified what it would take to move WFMN forward: as an anti-racist community foundation.

**Why a Seven-Year Plan?** The goals and impact areas we frame in this strategic plan will affect the systems, culture, and behaviors that are deeply interwoven. Challenges exist and manifest differently in our communities throughout the state, and requires us to call upon a special kind of leadership as well as a variety of tools and tactics. We will practice action, reflection, and learning from our efforts, renewing ourselves, and then going back again. This process requires time, focus, patience, and room to grow and go again. We are intentionally building time into this seven-year plan.

Our process will build power with women, girls, and gender-expansive people in Minnesota and acknowledge the role of cross-sector solutions in driving transformative change. I am grateful to Gloria’s leadership, The Genius Group, and the unique model of the Transformation Committee in developing this plan. I’m also deeply indebted to Genesia Williams, co-chair of the Transformation Committee with me, and her thoughtful push to make this plan responsive, realistic, and grounded in community wisdom. “For people we’re most concerned with working for – people like me, people like my cousin, people like my aunt, my mom, my sister – this work is urgent. It’s past due,” Genesia has said.

This plan commits to listening and building with the communities who, historically, have been unheard and not affirmed. We continue to build powerful partnerships with those who believe in this call for change and action. We invite all of our partners to invest in this work with us.

*Miigwetch,*

**Nevada Littlewolf**
WFMN Board Chair  
Co-chair of the Transformation Committee
The Transformation Committee guided the development of this plan. As a dynamic group of community leaders, grantee-partners, and the Women’s Foundation of Minnesota (WFMN) board and staff, the Committee reflects the cross-section of identities valued in WFMN’s intersectional equity values and practices. We are grateful for the contributions of Lulete Mola who did so much help inform and shepherd a vision for a new day.

A range of research and data sources guides this plan, including input from nine Listening Sessions in WFMN’s Road to Transformation Listening Series launched in March 2021. These sessions deepened WFMN’s understanding of the lived experiences of Minnesota women and girls, so that we can work more strategically with them to eliminate the challenges and barriers they and their families face due to inequities in material resources and injustice in our systems. Participants discussed the impacts of COVID-19, racial injustice, economic inequities, incarceration, and additional crises women, girls, and their families experience. They also shared their ideas to create a Minnesota where all women, girls, and their families can thrive. The themes and solutions that surfaced across the Listening Series will inform this Strategic Plan and the Women’s Foundation’s statewide agenda for gender and racial justice. These insights will especially guide how WFMN uses our levers for grantmaking, policy, strategic partnerships, narrative change, and research for years to come.

With the stewardship and encouragement of WFMN’s Board of Trustees, the planning process placed community leaders’ wisdom and lived experience at the center alongside the diverse perspectives of WFMN stakeholders. Both staff and board acknowledged that these community partners are most proximate to both the possibilities and challenges faced by our broad community of Minnesota women, girls, and gender-expansive people.

In the end, the process illustrated WFMN’s deepening commitment to strengthening community leadership and power. WFMN explicitly named the group the Transformation Committee to signal the beginning of a new chapter of work in this unprecedented time.
Board of Trustees

NEVADA LITTLEWOLF
Chair
Executive Director
Our Children MN

CHANDA SMITH BAKER
Vice Chair
Senior Vice
President of Impact
The Minneapolis Foundation

DEBARATI SEN
Treasurer
President
Abrasives Systems Division, 3M

GEORGE MARTIN
Secretary
Partner
Faegre Drinker Biddle & Reath LLP

JULIA CLASSEN
Retired Nonprofit
Organizational and
Governance Consultant

ANITA PATEL
Vice President of Grantmaking
Bush Foundation

BREND A QUAYE
Owner & Founder
Venstar, LLC

FATIMA SAID
Executive Director
Project FINE

SUSAN SEGAL
Chief Judge
Minnesota Court of Appeals

ELENA BRITO SIFFERLIN
Licensed Social Worker
& Community Volunteer

VALERIE SPENCER
Community Volunteer

SANDY VARGAS
Senior Executive Leadership Fellow
University of Minnesota, Hubert Humphrey School of Public Affairs

ADAIR MOSLEY
President & CEO
Pillsbury United Communities

WENDY NELSON
Chairwoman
Carlson Family Foundation

Transformation Committee

NEVADA LITTLEWOLF
Co-Chair
Executive Director
Our Children MN

GENESIA WILLIAMS
Co-Chair
Owner and Principal
Genesia Doing Things

LOLA ADEDOKUN
Executive Director Aspen Global Innovators Group

RAICHEL BROWN
Senior Manager
Target Foundation

JULIA CLASSEN
Retired Nonprofit Organizational and Governance Consultant

ARETHA GREEN-RUPERT
Program Director
Carlson Family Foundation

VANESSA GOODTHUNDER
Director
ヶ月ワタね a Owayawa ᓂት

PHENG THAO
Founder and Director
ManForward

BO THAO-URABE
Executive and Network Director
Coalition of Asian American Leaders
TRANSFORMING FOR A NEW DAY

Boldly Driving Systems Change for Gender and Racial Justice

2022 – 2029 Strategic Plan

MISSION

As a statewide community foundation, the Women’s Foundation of Minnesota’s (WFMN) mission is to end systemic inequities and drive innovation for gender and racial justice.

VISION

A world of opportunity where all women, girls, and gender-expansive people across intersecting identities – and their families – have the power to create and lead safe, prosperous lives.

VALUES

Hope, Generosity, Courage, Inclusion & Belonging

SEVEN-YEAR GOAL: Guided by the people most impacted by gender and racial injustice, WFMN will build, share, and use our power in partnership with leaders, organizations, and movements. We will catalyze transformative pathways and opportunities that meet the urgent and long-term needs of women, girls, and gender-expansive people.

STRATEGIC GOALS:

BUILD: Build community power and invest in leadership, field-building, and movements that center women, girls and gender-expansive people at the intersection of identities most impacted by systemic injustice.

TRANSFORM: Advance cross-sector learning, practice, and engagement on intersections of gender and racial justice.

INSPIRE: Inspire transformational philanthropic investment through a comprehensive campaign for systems change, gender and racial justice and sustained impact for future generations.

GROW: Grow WFMN’s capacity for anti-racist philanthropic practices and sustain a culture of wellness and learning.

IMPACT AREAS: Leadership & Community Power • Safety • Holistic Well-being & Reproductive Justice • Economic Justice

LEVERS FOR SYSTEMS CHANGE: Listening & Research • Philanthropy & Community Investing • Advocacy & Policy Change • Strategic Communications & Narrative Change • Cross-Sector Convening & Partnerships

AN INTERSECTIONAL EQUITY FRAME™ & ANTI-RACIST PRACTICE:

Considers how the intersecting identities of individuals and communities impact their systemic access to opportunity, well-being, and equity. This analysis is required to create the conditions so that all people have what they need to thrive.

WFMN.ORG | contactus@wfmn.org | 612.337.5010
INTRODUCTION

This strategic plan describes the Women’s Foundation of Minnesota’s (WFMN) ambitious seven-year vision (April 2022 - March 2029) to partner with the state’s diverse women, girls, and gender-expansive people, and set in motion powerful actions that end systemic inequities and drive innovation for gender and racial justice and systems change.

For us, systems change means shifting structures to reduce or eliminate barriers, increase access to opportunity, and achieve gender and racial justice. We see both systems change and direct service as important and working together. Like interconnecting gears, they can meet individual and community needs today, while shifting systems, institutions, behaviors, and policies for tomorrow.

The Foundation took up this strategic planning initiative during the ravages of a global pandemic and in the wake of George Floyd’s murder and subsequent racial uprisings. With Minneapolis at the epicenter of this movement for racial justice, the context provided a salient backdrop. The convergence of tragic events and the tipping point of racial justice movements exposed inescapable inequities, emboldened staff and stakeholders to bring their boldest thinking to bear, and inspired a culture of possibility. From the ashes of grief and disappointment, a sense emerged that the best legacy for our state’s community of women, who represent our mothers, sisters, aunts, and partners, is to honor this moment of loss with deep change and transformation.

The Foundation deeply considered this framing question:

**What will it take for WFMN to become a leading anti-racist community foundation, boldly driving systems change for gender and racial justice?**

This plan begins to answer this question with determined thinking and proposed action, grounded in the best elements of the Foundation’s past work and in solidarity with Minnesota’s women, girls, and gender-expansive people as they lead the work and way forward.
A NEW IMPERATIVE: Transforming from Equity to Justice

The new imperative to successfully advance gender and racial justice and restore integrity, compassion, and fairness to our democracy requires large-scale systems change.

WFMN recognizes that true systems change is not just a technical or tactical tinkering around the edges. Unlike solving simpler challenges, the work requires greater commitment to sharing power, accountability, and learning with community. This transformative work requires a different approach to leadership.

The work of advancing gender and racial justice and changing systems calls for collaborative, adaptive leadership. This leadership must exist at critical intersections and in a variety of places to reframe key issues; innovate with, creative actions; and, at times, disrupt toxic narratives, biases, and stereotypes so a new vision for shared prosperity can take hold. This work requires the talent and creativity of all Minnesota women, and will be increasingly and often led by diverse women.

The plan grows from a history of innovative growth over many years. With this plan, we emphasize the necessity of working within an intersectional framework of analysis and an anti-racist practice. Over the past decade, WFMN has garnered many lessons that ground this current plan for gender and racial justice and systems change. Some of these key insights include:

- Large-scale change requires strategically selecting “Smaller Wins” that encourage focus, provide early evidence of effectiveness, and inspire momentum and motivation that can be scaled into larger projects over time.

- People adapt to social change differently as they perceive threats and benefits differently depending on their lived experience and social location.3

- People need new and different concepts as well as social-psychological support to adjust to the demands of these changes.4

Systems change requires work to change practices, structures, and beliefs. While we name issues and impacts we will address over the next seven years, with community members and leaders in the field we will discern when to work on different aspects of systems change as it relates to each issue.
For WFMN, this moment builds on an era of work focused on intersectional equity; this focus on justice is also distinguished by its urgency. The new imperative of advancing gender and racial justice reflects a marked shift in the larger field from a previous pattern of racist incrementalism in legislative policy change, public and private sector institutional practice, and organized philanthropy. In the past, this incrementalism often made an unreasonable request—that the most vulnerable and marginalized communities be “patient” as symbolic gestures towards changes were made while unjust laws, policies, institutional practices, and cultural norms remained unchanged. It was a period where bad policies, practices, and actors were protected, and inequities and injustice flourished. In the wake of the racial uprisings for justice, public sentiment has shifted. Incrementalism is no longer acceptable.

In this shift to justice, WFMN is not starting from a blank slate. For the last seven years, WFMN has been working with key stakeholders like the Office of the Governor and key Minnesota agencies to expand women's economic security, and create funding and legislation to support survivors of trafficking and exploitation—efforts that all involve systems change. Additional key successes in 2021 include:

- Developing WFMN's policy agenda to advance racial justice, including funding portions of the Women of Color Opportunity Act;
- Supporting legislation that addresses maternal and infant mortality through the Dignity in Pregnancy & Childbirth Act;
- Supporting the movement that created the Missing and Murdered African American Women Task Force and established the Office of Missing and Murdered Indigenous Relatives.

With this strategic plan, WFMN builds on these earlier accomplishments and applies its intersectional analysis, anti-racist framework, and innovative action-taking to advance gender and racial justice through systems change. The Philanthropic Initiative for Racial Equity describes four features of racial equity below and more recently added the additional features that are necessary when pursuing racial justice. WFMN affirms these features, and, adds attention to gender and racial justice simultaneously with even broader room for the leadership and power of community members most affected by misogyny and systemic racism to be active partners transforming these systems.

A racial equity lens includes four important features:
- Analyzes data and information about race and ethnicity
- Understand disparities and the reason they exist
- Looks at structural root cause of problems
- Names race explicitly when talking about problems and solutions

A racial justice lens adds four more critical elements:
- Understands and acknowledges racial history
- Creates a shared affirmative vision of a fair and inclusive society
- Focuses explicitly on building civic, cultural, and political power by those most impacted
- Emphasizes transformative solutions that impact multiple systems

When WFMN was founded in 1983, women’s foundations emerged in a context of profound sexism and historic women’s movements. Many different women were organizing around their earnest desires to advance their unique needs and causes.

As important strides were made on key women’s issues like reproductive rights, these advances often centered voices of white, politically liberal women of privilege, even though activists and women of color made major efforts to these movements.

Under Lee Roper-Batker’s leadership of WFMN from 2001-2020 and with the support of Black, Native, and women of color, staff, and board, WFMN disrupted this pattern and focused its investments on expanding outcomes and opportunities for women and girls pushed to the margins. In the early 2000s, building on the Foundation’s longstanding investment in research, WFMN brought attention to racialized disparities by commissioning the leading research in the state on women and girls and launching statewide listening tours to hear directly from communities about their challenges and solutions. Seeing too few women of color represented in nonprofit and philanthropic leadership, WFMN launched a paid internship and fellowship program to expand the leadership of women of color in the philanthropic and nonprofit sector.
During the last decade, WFMN addressed complex systemic issues at the intersection of gendered violence and race, like sex trafficking. To realize change, WFMN engaged its levers of cross-sector partnerships, community investment, policy change, and narrative change; published groundbreaking research; inspired advocacy for federal legislative changes, including model protocols for law enforcement; and increased sex trafficking charges and convictions.

Also during this period, WFMN made strong institutional commitments to racial equity, diversity, and inclusion including: developing its Intersectional Equity Framework™; adding racial equity to its mission; increasing the percentage of BIPOC-led grantee-partners; shifting its grantmaking to become more participatory by involving community members and young people; and offering more general operating and multi-year grants. As Lee approached retirement, the board and staff engaged in succession planning that strengthened equity-based policies and practices and explicitly sought a new chief executive who represents Minnesota’s diverse community and is a collaborative leader who champions equity and justice. Gloria Perez joined WFMN as President and CEO in February 2020. To continue its journey to becoming an anti-racist community foundation and align the Foundation with the rapidly changing world, in October 2020, the WFMN board approved the formation of a Transformation Committee to chart WFMN’s strategic plan for the next seven years.

In the spirit of Sankofa (i.e., the mythical Ghanian bird that flies powerfully forward by looking back to grasp the past’s best lessons), this strategic plan’s sharpened focus on advancing gender and racial justice is grounded in our history of innovation—identifying gender and racial inequities, addressing the root causes of inequities, listening to communities, and learning from strong partners across the state. Still, the voice of communities and the research signaled that WFMN needed to be more bold in working on deep issues and solutions to eliminate the inequities Black, Brown, Indigenous women, and communities of color experience.
The following timeline reveals two significant approaches that inform WFMN’s new strategic plan. First, WFMN’s board and staff leaders show a history of bold decision-making that consistently stretches them and pushes the Foundation into new and experimental terrain. Second, WFMN takes action in innovative, community-centered ways that challenge organized philanthropy’s typical stance for a relationship centered on power sharing.

Before the video footage of George Floyd’s murder incited a national clarion call to confront and address systemic racism, the WFMN board adopted a focus of advancing gender and racial equity in October 2019. In 2021, the Foundation solidified its commitment to justice by updating its mission, embracing the belief that an organization-wide focus on justice requires vigilant attention to both dismantling inequitable systems and building new ones that advance justice.
2014-2016

Adopted a new strategic plan with focus on gender equity. Developed Intersectional Equity Framework™. Launched Young Women’s Initiative of Minnesota in partnership with the Governor’s Office, aligned with a national movement to center young women and girls of color to achieve equity in outcomes and opportunities.

Formalized Commitment To Gender Equity & Systems Change.

2019-2020

Published Intersectional Equity Framework™ paper to inform and grow equity in the field. Organizations led by or serving Black, Indigenous, and women of color receive 80 percent of WFMN grantmaking. Board approved adding racial equity commitment to mission statement.

Formalized Commitment To Gender & Racial Equity. Sparked Commitment To Gender & Racial Justice.


2021

Board approves drafting of a new strategic plan as WFMN transforms into an anti-racist community foundation, invites community members to join Transformation Committee to develop a seven-year plan. WFMN launches Road to Transformation, a series of online convenings, to listen, amplify, and invest in the experiences of communities most impacted by injustice.

Commitment To Gender & Racial Justice Formalized.
Grounded in Mission, Vision & Values

What will it take for WFMN to become a leading anti-racist community foundation, boldly driving systems change for gender and racial justice?

In a powerful exercise (i.e., Roots & Wings) designed and led by The Genius Group, WFMN began answering this question by revisiting core beliefs, value commitments, central assumptions, and key ideas embedded in its frameworks.

To bring into clearer focus how WFMN does its work (i.e., the “Why behind the What”), we share our Mission, Vision and Values statements. In addition, we also illuminate our core assumptions. In the end, our goal is to advance gender and racial justice through applying an intersectional lens with anti-racist practice.

In November 2021, WFMN board approved its revised mission, vision, and values to recognize the past work and future commitments to using gender and racial justice to drive systems change.

**MISSION**

As a statewide community foundation, the Women’s Foundation of Minnesota’s (WFMN’s) mission is to end systemic inequities and drive innovation for gender and racial justice.

**VISION**

A world of opportunity where all women, girls, and gender-expansive people across intersecting identities—and their families—have the power to create and lead safe, prosperous lives.

**VALUES**

Hope, Generosity, Courage, Inclusion & Belonging
Advancing Gender & Racial Justice: The Underpinnings

The logic, rationale, and beliefs (i.e., the Why and the How) we employ to advance gender and racial justice are just as important as the focus and content of our outcomes and strategies (i.e., the What). With this strategic plan, WFMN reaffirms its commitment to:

- Center the voices, experiences, expertise and strengths of Black, Indigenous, Latinx, Asian and Pacific Islander women, girls, and gender-expansive people living at the intersections of identities, including sexuality, geography, low-income, and more who are disproportionately affected by the burden, harm, risk, and trauma of systemic inequities. Centering their experiences is critical to undoing, reimagining, and building new systems. When they thrive, families and communities thrive. Their experiences hold the key to solutions for a stronger Minnesota. Taking the Curb-Cut Effect, coined by Angela Glover Blackwell, as an example, laws and programs designed to benefit vulnerable groups, such as people with disabilities or people of color, often end up benefiting all of society.6

- Disrupt harmful, complex systems and the norms and narratives that perpetuate structures of gender and racial injustice in order to create meaningful, long-lasting solutions and systems that include and attend to the needs of all women, girls, and gender-expansive people. Create new systems that include and embrace their needs.

- Use an intersectional framework that examines the intersecting identities of individuals and communities and how these affect access and opportunities for well-being. Intersectionality places an emphasis on race and centering the needs and experiences of Black women, Indigenous women, and women of color who experience the greatest harms as a result of policies, institutions, and systems.
Consonant with advancing equity through innovative action and our deepest beliefs about the dignity of communities pushed to the margins, WFMN’s strategy for disrupting persistent gender and racial injustices and appreciably advancing gender and racial justice relies on an intersectional frame and an anti-racist practice.

The WFMN Intersectional Equity Framework™ is informed by four guiding principles:

2. The application of an intersectional equity framework creates a more effective and efficient way to execute our work.
3. An intersectional equity framework requires a learner-growth mindset when co-creating solutions.
4. Intersectional equity is grounded in a hope that real change is possible.

The WFMN applies the Intersectional Equity Framework™ to safeguard marginalized women, girls and gender-expansive people from being further sidelined as the community actively pursues solutions to the challenges they experience. Minnesota’s late Senator Paul Wellstone challenged Minnesotans with the idea that “we all do better when we all do better.” At WFMN, we expand this idea by saying, “we all do better when those who experience the greatest barriers do better.” With this strategic plan, we anchor our ideas about overall community health and well-being by more sharply focusing on those in our communities who experience the greatest barriers.
Therefore, WFMN uses our intersectional equity frame as an approach to analyzing power that considers how various dimensions of the identities of people and communities intersect and thereby affect their access to the systems that should provide equitable opportunity and well-being. This strategic plan makes use of and calls for more of this intersectional analysis and an explicitly anti-racist practice.

Creating the conditions where diverse women, girls and gender-expansive people have what they need to thrive will require a more fully developed understanding of how race, ethnicity, place, and additional identities like sovereignty, socioeconomics, age, disability, religion, LGBTQ+, and immigration interact with gender to shape lived experiences. The analysis makes visible the inequities different groups experience and how these identities interact with the community conditions to affect experiences—for good or bad. Specific to advancing gender and racial justice, it is important to analyze the challenges of misogyny and racism in systems, structure, and cultural norms; and then conceptualize, build, and test solutions that transform and improve these same areas. The framework provides a starting point to analyze a range of social issues that affect those who are most frequently denied access to rights, opportunities, and resources.

We detail these various elements to make more visible the distinct needs, dreams, and ways of being across our community; and how potentially harmful solutions don’t take these nuanced differences and intersections into account. Our experiences teach us that this clarifying intersectional frame must be grounded by a compassionate, inclusive practice against racism and for solidarity. From a lens of race, an intersectional frame establishes a new point of view by deeming equally important the ways in which Black women, Indigenous women, and other women of color experience the world.

“We honor the movements Black and Indigenous women, and women of color, girls, and gender-expansive people are leading for their families, their communities, and a stronger Minnesota. We must listen to their truth, believe in their vision, and invest in their solutions to create a just world. Investing in community power builds leadership from the root by cultivating the conditions for a state of economic justice, safety, health, and well-being.”

GLORIA PEREZ, WFMN PRESIDENT & CEO
With this plan, we articulate what we believe it will take for WFMN to support the brave and increasingly diverse community of women, girls, and gender-expansive people working to effect deep, transformative change in Minnesota. As a community foundation based in the United States, we appreciate that we at WFMN cannot fully participate in ending sexism, misogyny, and racism and its underlying systems and culture without first transforming our own thinking, decision-making, leadership styles, and philanthropic practices.

As a field, women’s philanthropy, like our broader society, carries the burden of historically privileging white women’s realities, needs, and dreams while minimizing the critical perspectives of women and communities of color and the essential resources they need. Over the last two decades, the Women’s Foundation of Minnesota has worked diligently to listen and learn from the lived experience, wisdom, and solutions of diverse women, girls, and gender-expansive people.

Seeing the historical bias within women’s philanthropy, WFMN recognizes the need for a different narrative and approach. With this strategic plan, we join the fight to realize gender and racial justice in the core systems, structures, and cultures that should serve all women, girls, and gender-expansive people. In this way, our strategic plan goals are a practical step to equitably sharing critical resources to achieve justice and share prosperity with all women, girls, and communities.
About

To achieve gender and racial justice, we require systems change that addresses the structures, practices, and beliefs that have sustained and fortified structural disparities over time. Investing in leadership and community power is central to this seven-year plan. We believe these investments catalyze community-centered solutions that can remake our systems with justice. Community power is the fuel our state needs to change systems and achieve equitable outcomes for all communities. ⁸

How

We will amplify and invest in organizations, initiatives, and movements that strengthen the field by building the power and leadership of Black, Indigenous, and women of color and gender-expansive people at the intersections of identities including socioeconomic class, age, disability, rural, and LGBTQ+ as a force to change systems.
ADVANCE Cross-Sector Learning, Practice, and Engagement

**GOAL**

WHAT’S MOST ESSENTIAL TO DO?

Advance cross-sector learning, practice, and engagement on intersections of gender and racial justice.

**KEY LEARNING QUESTION**

WHAT’S MOST ESSENTIAL TO LEARN?

What will it take for the social change sectors of philanthropy, corporate, nonprofit, education, and government to use an intersectional equity framework?

About

WFMN seeks to support the healing of all people while centering women, girls, and gender-expansive people who have been subject to systemic inequities for generations. We believe that this time in our nation underscores the longstanding need for all groups to heal and turn to one another with respect and appreciation, so that we can build and realize a democracy that embraces all people and communities now, and for the next seven generations. With a range of long-held and new partners, we will build cross-sector understanding and common goals, and name and nurture the experiments we are leading with and in communities, while making time for learning and sharing practices.

How

Invest in organizations across philanthropic, corporate, nonprofit, education, and government sectors to use an intersectional framework, facilitate healing, and build shared meaning and a vision for social change so that women and girls can thrive.
INSPIRE Transformational Philanthropic Investment

GOAL
WHAT’S MOST ESSENTIAL TO DO?

Inspire transformational philanthropic investment through a comprehensive campaign for systems change, gender and racial justice, and sustained impact for future generations.

KEY LEARNING QUESTION
WHAT’S MOST IMPORTANT TO LEARN?

What will it take to inspire current and new donor-partners to engage in transformational philanthropic investments and practices for gender and racial justice?

About

Our goal is to raise transformational gifts to make the maximum investment in and with communities across the state to create a state where women and girls thrive. As we double-down on our commitment to support women of color-led solutions, our goal is to ensure organizations and leaders are prepared for crises and able to deliver long-term impact.

How

We will raise an unprecedented $50 million through a comprehensive campaign to develop a Center for Systems Change, advance a Racial Justice Initiative for Women & Girls, and grow the Foundation’s endowment to ensure organizational sustainability for future work and generations to realize gender and racial justice. With these ambitious initiatives, we are leveraging our assets for good, expanding the table to invite new vision, and resourcing the people and organizations who are leading gender and racial justice, now and for the long term.
About

The change we seek starts with us. As a foundation that raises, invests, and distributes resources, WFMN has a seat at many decision-making tables across the state and holds significant power and privilege. If we are to build grassroots leadership and community power, we must be mindful of our standing and consider how to be allies and advocates of traditionally marginalized organizations and leaders. We want to build on our tradition of listening, building trust with grantee relationships, and involving community members in making decisions about grants. By continuing to break down the traditional power dynamics between grantmaker and grantee, we support the self-determination groups who have been harmed at the hands of systems, including philanthropy.

How

We will transform WFMN’s operational capacity and organizational culture to embody equity in design with actively anti-racist philanthropic practices and leverage institutional power to advance gender and racial justice. We share anti-racist philanthropic practices with other foundations as we grow them, seeking to help philanthropy become more fair and just. Integral to this goal, we commit to growing the number of Black, Indigenous, women of color, and gender-expansive persons in philanthropy.

GROW Anti-Racist Philanthropic Practices

GOAL
WHAT’S MOST ESSENTIAL TO DO?
Grow WFMN’s capacity for anti-racist philanthropic practice and sustain a culture of wellness and learning.

KEY LEARNING QUESTION
WHAT’S MOST IMPORTANT TO LEARN?
How can WFMN be an anti-racist organization in practice, and create a culture of learning, wellness and accountability for our ourselves and our community?
To accomplish WFMN’s strategic vision, the Transformation Committee and Board of Trustees articulated four core strategic directions or Impact Areas. These impact areas — Leadership & Community Power, Safety, Holistic Well-Being & Reproductive Justice, and Economic Justice — reflect a set of powerful, practical, and strategically important actions that:

- Prioritize community-determined needs
- Align with a range of empirical data, including WFMN’s biennial Status of Women and Girls in Minnesota
- Align with key themes from the Road to Transformation Listening Series, nine Listening Sessions WFMN conducted across identity groups in Minnesota.

These impact areas take a systems change approach to describe where fundamental inequities in key community outcomes exist, and include underlying systemic conditions that must be re-made if we are to advance justice.
Leadership & Community Power

VISION

WHAT’S MOST ESSENTIAL TO DO?

Communities most affected by gender and racial injustice have the capacity and right to shape their individual and collective lives and guide gender and racial justice solutions that advance systems change.

KEY LEARNING QUESTION

WHAT’S MOST IMPORTANT TO LEARN?

What will it take for individuals and communities most impacted by gender and racial injustice to shape their individual and collective lives?

About this Impact Area

Communities’ proximity to injustice gives them the expertise, access, and credibility to advocate for important political, business, and community changes.

NEAR-TERM, PRIORITY INVESTMENTS:

- Continue investing in young women by leveraging and building on the work of Young Women’s Initiative of Minnesota (YWI MN)
- Develop and mobilize intersectional leadership across sectors through a WFMN Center for Systems Change
- Support the capacity-building and sustainability of nonprofits serving and/or led by Black, Indigenous, and women of color
- Build, share, and use power as a foundation.
Safety

About this Impact Area

Safety is the underpinning to our ability to thrive. Safety allows us to pursue our potential, and activate our dreams. Safety is foundational to our ability to actualize economic justice, leadership, health, and well-being. WFMN’s strategic investments address a continuum of gender-based violence, including sex trafficking, domestic violence, rape, sexual assault, sexual harassment, as well as state and structural violence against Black, Indigenous, and communities of color so that women, girls and gender-expansive people can live free from violence in all its forms.

Women, girls, and gender-expansive people can experience safety in their homes, schools, workplaces, and communities because of strategic investments to create more just systems, policies, and programs.

What will it take for women, girls and gender-expansive people to experience safety in their homes, schools, workplaces, and communities and live free from gender-based violence and state-sanctioned violence?

near-term, priority investments:

• Expand understanding of safety that includes but is not limited to anti-trafficking focus
• With criminal justice and public safety
• Engage all genders to advance the well-being of women, girls, and families
Holistic Well-Being & Reproductive Justice

VISION

WHAT’S MOST ESSENTIAL TO DO?

Systems, policies, and conditions in the state ensure women, girls, and gender-expansive people are holistically well, with maternal and infant wellness, reproductive justice, and healing justice.

KEY LEARNING QUESTION

WHAT’S MOST IMPORTANT TO LEARN?

What will it take for women, girls, and gender-expansive people to have maternal and infant health, reproductive justice, and holistic well-being?

About this Impact Area

Holistic well-being encompasses mind, body, spirit, and community wellness as foundational to accessing opportunities as communities and is essential to creating a state in which all people can be healthy, whole, and safe. WFMN responds to community-specific needs with investments in support, healing, and restoration for women, girls, and families affected by generational and current trauma, violence, and erasure. As we live in communities increasingly affected by climate change, threats to reproductive justice, and economic disparity, investing in whole-person health and well-being with holistic, complementary strategies grounded in gender and racial justice will create a state where women, girls, and all people thrive.

NEAR-TERM, PRIORITY INVESTMENTS:

- Fund direct service providers at intersection of anti-racism and healing work with mental health supports and trauma-informed care
- Fund direct service providers and legislative work focused on reproductive justice and policy
- Address maternal and child health disparities for Black and Indigenous women, people of color, and their families
About this Impact Area

Investing in wealth-building for women and girls means a stronger Minnesota for families and communities. To realize a state of economic justice, we invest in women and girls as key drivers of economic growth. We value the contributions of women at home, in school, and at work, and create opportunities to build their participation in mid- to high-wage fields, including STEM, as entrepreneurs, and as caregivers throughout the lifespan. As we build economic justice across sectors, we have a powerful role to play in expanding collective understanding of the value women and girls bring to families, our workforce, and a healthy economy.
Levers For Systems Change: The On-the Ground Actions that Make Change Real

WFMN will draw upon these levers in intentional combinations to advance the plan’s goals. To disrupt toxic dominant norms and negative narratives regarding diverse women and communities of color, we have expanded our Strategic Communications lever to include Narrative Change.
Gather quantitative and qualitative data to understand and share the lived experiences of communities in data and stories for a full understanding and context of issues and solutions.

Through strategic communications, we work to change systems and social norms. Building on our history of sharing both inequities and the power of our state’s communities through data, listening, and storytelling, we seek to create communications that change the narrative about women and girls pushed to the margins. This approach allows us to unpack the misperceptions about why inequities exist in specific areas and change them to show the vision and solutions of women and girls.

Raise transformational gifts to make the maximum investment in and with communities across the state so leaders and organizations can do their best work. We engage in transformational relationships to advance justice within the field of philanthropy, as a foundation and as a partner. As a practice, participatory grantmaking centers organizations led by and serving girls, women, and gender-expansive persons of color, and offers operating grants that trust leaders to use funds in the ways they believe are most needed.

Shift the minds and hearts of the public by building understanding and will in support of gender and racial justice.

Transformational relationships with leaders across government, business, education, nonprofit, philanthropy, and community to drive collective impact for social change.

We will continue advancing our legislative agenda, annually revisiting priorities and how to secure support for legislation that prioritizes justice and community-led solutions. We are also expanding our notions and approaches to advocacy, understanding this comes in many forms at the state and local level, and will plan how to grow these areas.

Transformational relationships with leaders across government, business, education, nonprofit, philanthropy, and community to drive collective impact for social change.

We will use our power and influence to bring together actors across sectors and within philanthropy, to collaborate and attend to systems change alongside and in support of those most affected by inequities. As we seek to shift power to community leaders, we will consider when we lead in convenings and partnerships, when we participate, and when and how we build the capacity of community organizations to convene and partner.
Transforming for a New Day: 2022-2029 Strategic Plan

As a statewide community foundation invested in innovation, our role is to be the connective tissue and backbone to drive systems change towards gender and racial justice. We recognize that systems change and direct service must work together. Both are important, interconnecting gears that meet individual and community needs today, while shifting systems, institutions, behaviors, and policies for tomorrow. Particularly as we begin to emerge from the effects of COVID, recognizing the economic instability and uncertainty it has created, WFMN will balance investments that address emerging and ongoing crises with those focused on long-term systems change and justice.

Going About the Work: What Justice Requires

As we look ahead, three areas ground our implementation:

**Systems Change + Direct Service Work Together**

As a statewide community foundation invested in innovation, our role is to be the connective tissue and backbone to drive systems change towards gender and racial justice. We recognize that systems change and direct service must work together. Both are important, interconnecting gears that meet individual and community needs today, while shifting systems, institutions, behaviors, and policies for tomorrow. Particularly as we begin to emerge from the effects of COVID, recognizing the economic instability and uncertainty it has created, WFMN will balance investments that address emerging and ongoing crises with those focused on long-term systems change and justice.

**Strengthen Focus On Learning and Experimentation**

Building on WFMN’s ethos to co-create, learn, and adapt, learning and experimentation become central when focusing on justice. We have much to learn as we seek out ways of being in and with community and creating just systems. We will be embarking on experiments as we develop hypotheses about how to address inequities with our partners. To be accountable to different stakeholders, we increasingly will track, internally and with community, what is working well and what needs something different along the way, as contexts and our understanding of challenges and solutions change. Different bodies of work may progress along different trajectories, as seen in the figure at right.
A learning agenda and related practices will guide us, so that learning feeds our collective next steps. The heart of this new way requires a beginner’s mind, careful pacing, and self-care. They are essential to our collective resilience in this complex and life-giving work.

**Accountability**

As we take up this plan, WFMN will look for feedback formally through evaluations, formal and informal conversations, and other data points. Our accountability as a foundation will require “a full reimagining of the role of foundation policies and procedures that, intentionally or not, have held foundations captive to a history of power and domination over grantees, particularly BIPOC-led groups and others working in the communities most affected by the problems foundations are trying to solve.” As part of this, we will be attending to equitable evaluation, “the act of linking cultural competence with a focus on equity across all elements of evaluation.” This will be central to advancing anti-racist philanthropic practices.
CONCLUSION

As we look to the gender and racial justice that is necessary and possible across Minnesota, we see an abundance of wonderful work to pursue.

Whether attending to issues of safety and economic justice, focusing on our internal practices and evaluation, or policies and structures at the Capitol, we dedicate ourselves to the same transformative work: to understand the false narratives we have been taught about who is included, excluded, left behind, and why; to undo, reimagine, and recreate the systems and practices that perpetuate wrong-headed and toxic ideas; and to center the voices and power of communities in generating solutions and leading the way. We embrace this work in all its dimensions as we pace ourselves for short wins and the long haul, and as we build partnerships and friendships across differences in order to build a Minnesota where we all can be safe and prosperous, and proud to belong to one another.
GLOSSARY OF KEY TERMS

**ANTI-RACISM:** The active process of identifying and eliminating racism by changing systems, organizational structures, policies, practices and attitudes, so that power is redistributed and shared equitably.

**SOURCE:** National Action Committee on the Status of Women International Perspectives: Women and Global Solidarity

**BIPOC:** Black, Indigenous, and people of color

**BUILDING POWER:** Supporting systemic change by funding civic engagement, advocacy and community organizing among marginalized communities. Activities to build power can include strategies that change systems and policies to solve problems over the long-term and expand power and access for marginalized communities, thus supporting those communities to take the lead. Funding systemic interventions is important, such as creating new norms within systems and fostering better alignment within and cross systems. In addition, funders can support grassroots advocacy, civic engagement and organizing to create transformative, sustainable change.

**SOURCE:** PowerMoves, National Committee for Responsive Philanthropy

**COLLECTIVE IMPACT:** Describes an intentional way of working together and sharing information for the purpose of solving a complex problem. This approach is more likely to solve complex problems than if a single group were to approach the same problem(s) on its own. In a collective impact initiative the participants are often a combination of individuals, organizations, grantmakers, and even representatives from the business community and government.


**EQUALITY:** Equality aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. Like equity, equality aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things.

**SOURCE:** Annie E. Casey Foundation

**EQUITY:** The guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

**SOURCE:** UC Berkeley Initiative for Equity, Inclusion, and Diversity

**GENDER-EXPANSIVE:** An umbrella term sometimes used to describe people who expand notions of gender expression and identity beyond perceived or expected societal gender norms. Some gender-expansive individuals identify as a mix of genders, some identify more binarily as a man or a woman, and some identify as no gender. Gender-expansive people might feel that they exist among genders, as on a spectrum, or beyond the notion of the man/woman binary paradigm. Sometimes gender-expansive people use gender-neutral pronouns, but people can exist as any gender while using any pronouns.

**SOURCE:** PFLAG National Glossary of Terms

**HEALING JUSTICE:** An evolving political framework shaped by economic and racial justice that recenters the role of healing inside of liberation that seeks to transform, intervene and respond to generational trauma and violence in our movements, communities and lives and to regenerate our traditions of liberatory and resiliency practices that have been lost or stolen.


**INTERSECTIONALITY:** The practice of examining the intersecting identities of people and communities and how it impacts their access to opportunity and well-being. At the Women’s Foundation of Minnesota, we apply an Intersectional Equity & Justice Framework™ inclusive of Gender, Race, Place, and class, age, ability, LGBTQ+, immigration status to our research, grantmaking, public policy agenda, and internal work.

**SOURCE:** Women’s Foundation of Minnesota | Intersectional Equity Framework™
Racial Justice: The systematic fair treatment of people of all races through the proactive elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race. Racial justice builds on racial equity by incorporating building, sharing, and using power.

Source: The Case for Funding Black-Led Social Change, ABFE: A Philanthropic Partnership for Black Communities and National Committee for Responsive Philanthropy

Racism: The concept of racism is widely thought of as simply personal prejudice, but in fact, it is a complex system of racial hierarchies and inequities. At the micro level of racism, or individual level, are internalized and interpersonal racism. At the macro level of racism, we look beyond the individuals to the broader dynamics, including institutional and structural racism.

Source: Annie E. Casey Foundation

Reproductive Justice: The complete physical, mental, spiritual, political, social, and economic well-being of women and girls, based on the full achievement and protection of women's human rights. Reproductive justice is based on the belief that all women and people who become pregnant have the right to have children; the right to not have children and; the right to nurture the children we have in a safe and healthy environment. The reproductive justice movement acknowledges the ways in which intersecting factors, such as race and social class, limit the freedom of marginalized women to make informed choices about pregnancy by imposing oppressive circumstances or restricting access to services. The reproductive justice framework encompasses a wide range of issues affecting the reproductive lives of marginalized women, including access to: contraception, comprehensive sex education, prevention and care for sexually transmitted infections, alternative birth options, adequate prenatal and pregnancy care, domestic violence assistance, adequate wages to support families, and safe homes. Reproductive justice is based on the international human rights framework, which views reproductive rights as human rights.

Source: SisterSong Women of Color Reproductive Health Collective

Systems Change: Systems change is about shifting structures in order to reduce or eliminate barriers, increase access to opportunity, and achieve gender and racial justice. WFMN’s role is to be the connective tissue and backbone to drive systems change towards gender and racial justice. Systems change and direct service work together. Both are important, interconnecting gears that meet individual and community needs today, while shifting systems, institutions, behaviors, and policies for tomorrow. The process of systems change includes shifts in: Institutions, laws, or policies, community or individual behavior, definition or reframing of issues, engagement or movement-building, and maintaining or holding the line.

Source: Women’s Foundation of Minnesota | Our Work

Woman/Women: For WFMN, women and girls includes anyone who identifies as a woman and/or girl. WFMN programs are inclusive of transgender and gender-expansive people that experience gender-based structural harm.

Source: Women’s Foundation of Minnesota | Our Work


3. This thinking derives from Claude Steele’s Identity Threat Theory, where a threat to identity occurs as a result of social change; and individuals regulate or modify their identity structure and restore imbalances through different processes like integrating the new identifications.


SONIA CAUS GLEASON - sonia@soniacausgleason.org
SEASONED STRATEGIST, LEARNING & EQUITY LEADER GROUNDED IN COMMUNITY

BUSINESS GROWTH STRATEGY THAT INCREASES REVENUE & BUILDS AN AUDIENCE OF POTENTIAL CUSTOMER

S. A. Grant
serebral360.com