

EXECUTIVE SUMMARY: A STRATEGIC MOMENT FOR GIRLS INC.

Girls Inc. is the pre-eminent organization for whole-girl programming, equipping girls to thrive as Strong, Smart, and Bold leaders in their communities. For over 160 years, Girls Inc., through the Girls Inc. Experience – trusted mentors and research-informed programs in pro-girl spaces – has transformed the lives of girls and communities across the United States and Canada by helping them become the best version of the bold, informed, confident, thoughtful leaders we believe they are destined to be.

This strategic plan charts our path to expand that impact, reaching significantly more girls while emphasizing the consistency and quality of their experience across our entire Network.

This plan reflects Headquarters' (HQ) continuing role as the architect of our strategic vision, the implementer of infrastructure, and the catalyst for Affiliate success in fulfilling our shared mission. Girls Inc. exists to make sure that more girls are equipped to lead, so that the communities they go on to lead are stronger for it. Increasing the number of participants positions Girls Inc. to be more influential in the broader landscape of youth development and social services. The plan matches that ambition by describing what HQ will build over the next five years, and what that makes possible for girls and for the Network.

Growth encompasses multiple elements: expansion, reaching new girls and new communities, maintaining a focus on the intensity of engagement for girls currently served, and embracing innovative strategies to expand the Girls Inc. Network. HQ leads the Network-level growth strategy – never sacrificing our excellence – by investing in Affiliate capacity, pursuing new markets, and building the infrastructure needed to support sustainable Network-wide growth. Individual Affiliates are responsible for achieving their local growth, with goals based on readiness and local context. The resources to support both quality improvement and sustainable expansion must be available, along with the guidance to determine the approach that best meets the needs of a Network committed to transformational growth.

The plan is built on four pillars:

Network Strength ensures every Affiliate can sustain impact and pursue growth when ready and resourced. HQ will clarify and strengthen relationships across the Network while providing tailored support that elevates performance Network-wide.

Excellence in Programming defines and strengthens the Girls Inc. Experience. Building on existing frameworks, HQ will establish consistent impact metrics to ensure our outcomes unite the Network in delivering transformational results.

Innovation and Learning connects the Network so that successful practices spread and Affiliates learn from each other, with HQ identifying opportunities for partnership, support, and scaling what works.

Operational Clarity creates transparent and predictable systems, engages boards as partners in Affiliate success, and establishes shared infrastructure for Affiliates. This will lead to consistent, strong outcomes across the Network.

Successful implementation of these pillars requires sustained investment over five years, focused in three foundational elements:

Governance and Leadership develops the people who will execute the strategy, from the HQ team to Affiliate staff and boards.

Infrastructure and Systems builds the processes, data, technology, and shared services that allow Affiliates to focus on impact.

Culture and Capacity shapes how the Network collaborates, communicates, adapts, and builds the foundation for collective success.

This plan holds multiple priorities simultaneously: growth, excellence, and sustainability; consistency, equity, and flexibility; Network-level collaboration, collective capacity, and local expertise.

The pillar structure advances all of these rather than pitting any one against another. HQ will make key investments in infrastructure, in existing Affiliates, and in new markets and initiatives to ensure that Girls Inc.'s impact is large enough to generate the investment the entire Network deserves based on over 160 years of high-impact, pro-girl programming.

By 2030, Girls Inc. will increase its impact by scaling proven programs that deliver reliable, data-backed results for girls. It will operate as a more connected Network and sustain that progress through leadership capacity built across HQ and Affiliates. With this in place, Girls Inc. will be in a strong position to further expand its reach across the US and Canada.