



ALICE PAUL INSTITUTE

STRATEGIC PLAN FY23 – FY26

“ADVANCING LEADERSHIP”



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OVERVIEW: ADVANCING LEADERSHIP

For hundreds of years, the fight for women's equality was about progress.

Today, it feels like a fight against regression.

This strategic plan for Alice Paul Institute presents an ideal vision of a future that leaves no room for compromise.

We envision a world in which people are allied in pursuit of liberation and justice under the law and in everyday practice

The three goals outlined in this plan describe how API intends to contribute to that vision and meet the moment:

DYNAMIC ADVOCACY

Equipping women and girls with the knowledge, tools, and connections to effect change; movement building that unites generations, engages all races, and ignites collective action

IMPASSIONED STEWARDSHIP

Telling stories that illuminate multiple truths of women's history; passionately assuming responsibility for preserving, spotlighting, and sustaining historic artifacts and places; planning for long-term financial health

UNTETHERED CAPACITY

Crystalizing an organizational identity that positions API as a collaborative resource and thought leader; energizing new audiences and partners; recalibrating board-staff relationships for a cohesive partnership

Society needs heroines. Powered by its deep experience, unique lens, and a healthy dose of imagination, API will leverage lessons from the heroines of the past to advance the leadership of current and emerging heroines.

OUR ACKNOWLEDGMENTS

To meet our mission today and in the future, we must acknowledge our own history. These acknowledgments commit us to learning how to be better stewards of the land that we inhabit, of the multiple truths that make up the past, and of the rights of all people:

- We continually reckon with understanding the flawed and nuanced life of Alice Paul as she at once fought for gender equality and excluded Black suffragists in that journey. We affirm that no oppressed group is truly fighting for emancipation if it liberates itself while leaving others in their chains.
- We acknowledge that intersectionality – the convergence of race, gender, and class that can put particular groups at a disadvantage or lead to discrimination – adds important dimension to our work.
- We acknowledge that trans, non-binary, and gender-nonconforming people have the right to self-identify their gender freely and without anxiety. We affirm that everyone has the right to feel at home within themselves. We continue to center female-identifying individuals because we have been treated as inferior to men in every sphere of life, throughout human history.
- We acknowledge that the site of API's offices and programs occupies the traditional and ancestral homeland of the Lenape People, past and present. We honor with gratitude the land itself and the Indigenous Peoples and Nations who have stewarded it throughout the generations, for more than 10,000 years.
- We acknowledge the many immigrants who came to Mt. Laurel seeking to make a home and life for themselves, to raise families, and to build communities. We acknowledge the agricultural and domestic workers who labored at Paulsdale generation after generation.

OUR GUIDING PRINCIPLES

Our Vision

We envision a world in which people are allied in pursuit of liberation and justice under the law and in everyday practice

Our Mission

Alice Paul Institute builds contemporary action and intergenerational movement for gender justice through the lens of history and of place

Our Shared Values

AUTHENTICITY

Compels us to challenge our interpretations of the past and today, to speak with honesty and humility, and to be accountable for our choices

COURAGE

Emboldens us to overcome adversity and to stand up for what matters and alongside others in solidarity

COLLABORATION

Leads us to make space for everyone, value the perspectives of all genders, ages and ethnicities, exchange ideas, listen, and work cooperatively

ADAPTABILITY

Demands that we examine the outcomes of our actions to inspire continuous growth, seek current relevance, and shift when circumstances change

GOAL 1: DYNAMIC ADVOCACY

Women’s equality is still out of reach. Today’s fragile triumphs and persistent inequities heighten API’s sense of urgency to equip women and girls with the knowledge, tools, and connections to effect change. This strategic plan emphasizes advocacy to spark enduring change to the systems, structures, and practices that suppress, devalue, overpower, and marginalize people simply because of their gender.

API’s deep experience in the field of women’s history will power movement building that unites generations, engages all ethnicities, and ignites individual and collective action in partnership with other organizations and movements. A primary focus of education of the public and advocacy will be on the full acceptance of the Equal Rights Amendment and on the attendant issues of reproductive rights, voting access, and transgender affirmation.

OBJECTIVES	MEASURES OF PROGRESS	MAJOR INITIATIVES	
1.1 To optimize an individual’s capacity to take action for themselves and their community	<ul style="list-style-type: none"> ▪ Program reach ▪ Activation of individual action 	1.1.1	Leveraging the legacy of Alice Paul’s work for gender equality and deepening people’s understanding of historical and contemporary women’s issues
		1.1.2	Providing education on state and national legislative processes around the ERA and other gender justice issues using a world view
		1.1.3	Advocating for equitable voting access and informed voting to help ensure a representative and empathetic electorate at hyper-local and national levels
1.2 To illuminate the truths of the past and their effect on current systems and mindsets	<ul style="list-style-type: none"> ▪ Belonging 	1.2.1	Issuing statements on the acceptance of the Equal Rights Amendment (under the law, in everyday practice) and on reproductive, trans, and voting rights
		1.2.2	Providing education through the lens of intersectionality, underscoring the need to pair racial equity with gender justice
		1.2.3	Stimulating dialogue around challenging and dismantling systems of structural inequities
1.3 To advance collective action and unified movement making	<ul style="list-style-type: none"> ▪ Collaborative efforts 	1.3.1	Facilitating intergenerational dialogue, mentorships, and networking
		1.3.2	Increasing the involvement of women from marginalized communities in API activities and leadership through intentional outreach and engagement
		1.3.3	Connecting people to policy makers to amplify concerns and direct those in power toward making meaningful strides in gender equity and justice
		1.3.4	Collaborating with other organizations and movements to enact multi-faceted and multi-generational solutions

GOAL 2: IMPASSIONED STEWARDSHIP

Praise and save what you value. Historic sites that center the experiences of women are all too rare. History books and public monuments underplay or ignore the contributions of women altogether. This strategic plan emphasizes stewardship as a weighty responsibility that API assumes with a passion to preserve, spotlight, and sustain key artifacts and places. Stories that represent and reflect women of the past and the present will be made visible and celebrated (or called in when they do not serve gender justice).

Paulsdale (the birthplace of Alice Paul) and Belmont-Paul Women’s Equality National Monument (the headquarters of the National Woman’s Party) will become more vibrant opportunities for programming and community engagement. Resourceful use of technology will extend the ability to for outreach and connection across networks. Focusing on API’s longer-term fiscal health will support growth in operations and an expanded presence in the national fight for women’s rights.

OBJECTIVES	MEASURES OF PROGRESS	MAJOR INITIATIVES	
2.1 To preserve and share knowledge and artifacts of women’s history	<ul style="list-style-type: none"> ▪ Engagement effectiveness 	2.1.1	Presenting a broad historical timeline of the women’s movement featuring the voices of multiple perspectives and storytellers
		2.1.2	Leveraging local and national tourism efforts to showcase exhibits, enhance public programs, and increase community engagement
		2.1.3	Partnering with other women’s history sites to enhance programming, increase visibility, and connect common themes
2.2 To ensure the vibrancy of physical spaces under API’s care and concern	<ul style="list-style-type: none"> ▪ Care of space ▪ Use of space 	2.2.1	Implementing a multi-year preservation and maintenance plan guided by expert analysis and recommendations
		2.2.2	Utilizing the power of place to tell the stories of feminist heroines and the people, lands, and events that shaped their formative communities
		2.2.3	Investing in technology, landscaping, and other improvements to enhance the outdoors as an event space, channel for volunteerism, and revenue generator
2.3 To make the most of financial resources entrusted to the organization	<ul style="list-style-type: none"> ▪ Fiscal health 	2.3.1	Utilizing financial reports as tools for collaborative resource allocations and sound decision making informed by industry standards
		2.3.2	Developing policy and multi-year plans for purposeful growth in operations, earned income, and investment income supported by contingency planning
		2.3.3	Investing in space, digital capabilities, and other infrastructure to better support staff and volunteers in delivery of the mission

GOAL 3: UNTETHERED CAPACITY

Building API’s capacity for action is paramount. Operating as a national leader will enable API to better challenge the acute threats to gender justice. This strategic plan emphasizes a cohesive, crystal-clear identity that positions API as a collaborative resource and thought leader around issues that affect women and girls in every community in the country.

More precise articulation of vision and purpose will heighten visibility, reenergize current supporters, and attract new audiences and partners. Compelling messaging will unlock greater resources and engage more ambassadors and volunteers. Recalibrating board-staff relationships will unleash individual talents, networks, and complementary thinking.

OBJECTIVES	MEASURES OF PROGRESS	MAJOR INITIATIVES	
3.1 To heighten appreciation of API’s distinctive value and contributions	<ul style="list-style-type: none"> ▪ Profile (identity, brand, and visibility) 	3.1.1	Articulating a clear organizational identity and building a brand that reflects a cohesive purpose and forward-looking vision
		3.1.2	Presenting more transparent links between programming and missional outcomes to deepen the connectedness of existing and new allies
		3.1.3	Positioning API as a thought leader and singular resource in the national women’s history, equality, gender justice landscapes
3.2 To increase engagement in the advancement of missional outcomes	<ul style="list-style-type: none"> ▪ Breadth and depth of stakeholder engagement 	3.2.1	Refining messaging to position API as a compelling recipient of support from mission-aligned donors/funders from across the country
		3.2.2	Implementing a multi-year, multi-pronged fundraising plan that attracts increased support for current and future operations, capital, and endowment
		3.2.3	Building new relationships by providing innovative opportunities for ambassadorship, involvement, and advocacy around gender justice issues
3.3 To position the board and staff for successful leadership	<ul style="list-style-type: none"> ▪ Board engagement 	3.3.1	Building a board-staff culture of partnership grounded in trust, clarity of roles, and a spirit of collaboration and mutual accountability
		3.3.2	Refining meeting agendas to engage diverse perspectives, backgrounds, and skillsets thereby fueling generative discussions and strategic decision making
		3.3.3	Designing board recruitment and succession planning to build a self-perpetuating cycle of multi-generational leadership
		3.3.4	Refining the committee structure and sharpening committee functioning to ensure alignment of work plans with strategic objectives

STRATEGIC IMPLEMENTATION

Successful implementation calls for the strategic plan to drive the agenda of board and committee meetings, governance activities, and annual staff work plans. Every objective has a measure(s) associated with it to clarify goal setting, ensure shared expectations, and track progress.

Committee Structure

To underpin the collaborative nature of the work, the leads for implementing each objective are a paired Board committee and Staff member/team. Comprehensive implementation of the plan also calls for a committee structure that aligns with the strategic plan:

- Advancement
- DEAI
- Education & Advocacy
- Finance
- Governance
- Site

Central to this strategic plan is an aspiration for growth. This includes initiatives that require greater resources – people and financial – to build capacity for planning and implementation. To that end, multi-year operating and capital budget projections will outline longer-term fiscal planning that advancing the strategic plan.

Tools for Implementation

The strategic objectives in the plan are key. Measures of Progress – both qualitative and quantitative – have been identified for every objective.

- **Strategic Implementation Dashboard**

A dashboard will serve as a companion to the strategic plan to focus Board-Staff teams' attention on progress toward objectives on a quarterly basis. This tool furthers the utility of the strategic plan as both an important anchor and a flexible compass for directing and re-directing energies as warranted.

- **Multi-year Budgeting**

Central to this strategic plan is an aspiration for growth. This includes initiatives that require greater resources – people and financial – to build capacity for planning and implementation. To that end, multi-year operating and capital budget projections will outline longer-term fiscal planning that advance the strategic plan.

Annual Reflection & Priority Setting

An annual review of the plan will refresh an understanding of the internal and external landscapes surrounding API, aid assessment of progress, and lead to refined priorities. When the third year of the plan nears, API will determine if it is best to refine the existing plan or embark upon a new planning process.

An Invitation to Join the Journey

This strategic plan is made public in order to invite widespread engagement in advancing the plan. API will offer frequent opportunities for its network to make input and provide feedback on the plan's continued impact and relevance.