Part 3

Strategic Plan

Women's Stories Foundation, Inc. STRATEGIC PLAN: 2028-2030

Introduction

Women's Stories Foundation, Inc. was founded in 2025 by Cady Hammer, who in her graduate study of history, found a profound lack of women's history in the previous material that she had been taught and a new world of scholarship that had not widely circulated through the public and most importantly, to students in the public school system. The Foundation started as a humble website that shared biographies of important, yet widely unknown women who played crucial roles in the American Revolutionary War and allowed visitors to explore their stories through primary sources. With the aid of a likeminded group of women's historians and genealogists, evolved into a database for students, researchers, and the general public to learn about the history of women in the United States through their stories, sourced through diaries, personal correspondence, and genealogical records, to name a few. The Foundation has expanded greatly with the receipt of two major grants from the Daughters of the American Revolution and the Bill & Melinda Gates Foundation that created our endowment fund. As we enter 2028, the Women's Stories Foundation, Inc. intends to continue uncovering and presenting the stories of women throughout U.S. history in innovative ways and expanding its educational offerings to history learners of all ages and backgrounds.

Mission

Women's Stories Foundation, Inc. aims to create a better understanding of women's roles and presences in United States history and disseminate that knowledge to educational institutions, students, and the general public through various publications and programming that fits various styles of learning and shows the diversity of the human experiences of the past.

Vision

Women's Stories Foundation, Inc. strives to create a digital space where women's stories throughout history are celebrated: not only the women who made their mark on the country and the world in various major events, but also the women who protected and guided their families through everyday life and the women who worked and/or volunteered in their communities to create lasting impact. We work to ensure that future generations will learn women's history as *history* and will study the lives of these women among the great men of the United States.

Core Values

- A belief that all women are extraordinary and have made an impact on their families, their communities, and the world.
- A drive to illuminate the widely unknown or forgotten voices of women throughout history
- A firm dedication to creating accurate historical research and historical narratives.
- A commitment to ensuring that diverse perspectives are being shared in our content and considered in every aspect of our organization, including staff hiring, volunteer activities, and board governance.
- A steadfast faith in education as the way to transform the world and improve conditions for future generations and a dedication to assist in any way we can.

Current Programming

- Follow Her Path: A choose-your-own-adventure-style exploration of women's stories throughout history. To date, the program has taken visitors through dozens of women's lives in the eras of the American Revolution, the Suffrage Movement, the Oregon Trail, and World War II.
- **Read Her Story**: A diverse collection of women's biographies that have been curated by historical era and share the lives of various individuals from all walks of life and all levels of historical significance. Each biography is accompanied by primary documents and secondary source citations relating to the female subject and an image, if available.
- Women's History in the Classroom: A database of lessons plans, worksheets, activity and project concepts, and audiovisual materials designed to fit into a wide range of curriculum standards across various historical topics. These educational materials are primarily geared towards middle school and high school students and educators and are constantly evolving and expanding.
- **Find My Matriarchy**: A series of genealogical service offerings that allow customers to discover the important women on their family tree through contracts with our research staff. We also offer virtual workshops to teach genealogical and historical research topics,

such as how to start your own family history research, databases to utilize, and how to pull maximum information from census records.

- **Researching Women's History**: A series of virtual workshops and panels that range broadly in topic from presentations of research by established and up-and-coming women's historians, to adult education classes that revisit historical topics from their youth to incorporate women's history, and methodological instruction on how to read between the lines of a source to find hidden details of women's lives.
- **Chase Her Legacy**: A program that offers microgrants of between \$500 and \$2000 to conduct research into female individuals and historical topics with an emphasis on women's presence or women's issues in the United States.

Summary of Goals For 2028-2030

- 1. **Expanding Educational Topics and Biographical Subjects**: The next phase of our educational offerings and women's biographies will take us into researching women's presence and roles in the Civil War. When the initial expansion of women's inclusion in the primary historical narrative began, many scholars' studies focused on stories of colonial America and the American Revolution. We intend to be a pioneer in the researching and publication of content relating to the women of the Civil War who played prominent roles in military activities, on the home front, and in their families and communities during this period.
- 2. Expanding Educational Offerings for Elementary School Students: Our Foundation started with a focus on educational content for middle school and high school students as we believed that these materials were the most applicable and comprehendible to members of the general public as well. Now, we want to turn our focus to creating and curating content that is specifically tailored to elementary school students, their learning styles, and educational needs.
- 3. Expanding Our "Chase Her Legacy" Program: We pride ourselves on being one of the few organizations dedicated to providing research funding for women's historians and those looking to pursue research topics that relate to women's history and women's issues. In the next three years, we are excited to expand our microgrant program to offer more money to researchers with grants between \$500 and \$5000 and broaden our eligibility criteria to include those individuals and organizations who wish to undertake women's history-related digitization projects in libraries and archives across the country.

External Analysis

Our Peer Companies

- Smithsonian American Women's History Museum: Our greatest competitor and our greatest ally, the Smithsonian American Women's History Museum is dedicated to expanding the story of America "through the often-untold accounts and accomplishments of women-individually and collectively-to better understand our past and inspire our future." As the Museum works on its fundraising goals towards the construction of a physical building and shifts its attention to planning its main exhibitions and programming, it continues to be a significant educational resource for those looking to learn more about women's history. The Museum offers resources from and collection highlights about various topics and themes relating to women's history, a digital search engine for digital records that ties into the full Smithsonian Institute database, and provides educational resources for K-12 students, early and adult learners, and researchers. While their resources are backed by one of the most significant public history institutions in the world, much of their content focuses on the more significant and more commonly known names of women's history and will likely be broad at the Museum's opening. We can dive deeper into specific events and eras and showcase greater detail than the Museum does at the present time.
- **Girl Museum**: The Girl Museum is an entirely digital institution that prides itself on being "the first museum in the world that is dedicated to girlhood". The museum puts out a wide range of content that includes virtual curated exhibitions that explore girls' history and culture, collaborative projects between the museum volunteers and the community, a blog that posts news, discussions, and review written by girls and the people who work with and support them, and educational resources that offer Google Classroom-based materials and Document Based Questions (DBQs). The Girl Museum also releases regular content on its podcast, GirlSpeak, that explores "how girls are represented in art[,] museums, mythological stories[,] and folktales" and features stories about girls and special topics related to their exhibitions and programming. As an entirely volunteer-run organization, their efforts are extraordinary, and we hope to continue to partner with them in various ways as we continue our own efforts.
- National Women's History Alliance: Founded in 1980, the National Women's History Alliance's mission to "[ensure] that women's history becomes mainstream," is incredibly similar to ours. Their primary strategies are to provide women's history content for K-12 students, publish information on the latest scholarship and the most recent women's history-related exhibitions in the United States through their magazine, and create and curate information about events, exhibitions, and programming for Women's History Month every year. Though it once held accolade as the "top resource for information and educational material about the roles of women in American history", its recent activities have slowed, allowing us to step up and fill the gap as a foundation.

Substitute Products

While the above-mentioned organizations also put out similar content to our Foundation, they qualify better as peer organizations. In terms of substitute products, we are unique in the combination of offerings that we provide. The main overlap would come from companies that offer genealogical services like Ancestry.com and FamilySearch and organizations like Daughters of the American Revolution that have a background in genealogical research with an emphasis on women's history, women's issues, and women's activism.

Buyers

- Students
 - Middle school students
 - High school students
 - Undergraduate students
 - o Graduate students
- Researchers
 - o Graduate students/doctoral students
 - Historical researchers
 - Genealogical researchers
 - Women's historians
 - Local history organizations
 - State history organizations
- Female Activists
 - Women's rights activists
 - Feminists
 - Feminist organizations
- Members of the public with an interest in:
 - o History
 - Women's history
 - Biographies
 - o Community history
 - o Family history
 - o Genealogy

Suppliers

- Historians
- Female Activists
- Genealogists
- Libraries
- Archives

- Historical research databases
- Genealogical research databases
- Community Members

Marketing Plan

Current Visibility

Since its creation, Women's Stories Foundation, Inc. has maintained a consistent presence on the Internet and social media platforms. Our website has been designed to match accessibility standards and is user-friendly for new and current visitors. We update our web content on a consistent basis and share our intended release dates of new content and new features with our visitor base through an event calendar and announcements that are pinned to the home page. In addition to the website, the Women's Stories Foundation, Inc. operates a monthly newsletter that offers previews of upcoming content and events, the latest women's history scholarship, and profiles of historical documents to our subscribers. Our subscribers are overwhelmingly female, with the majority being between 25-40 years of age. Notably, our subscriber list recently passed 1200 this past month, and we continue to engage with them and solicit newcomers regularly. Women's Stories Foundation, Inc. engages with five social media platforms on a weekly basis: X (Twitter), Instagram, Facebook, Pinterest, and TikTok. We regularly share voice-over videos telling a brief snippet of one of our women's biographies or reading a passage from a primary document to entice people to travel to our website. Over the last year, we have gone live on Facebook, Instagram, and TikTok to do interviews with our staff, members of the board, and scholars of women's history. Like our monthly newsletter, our social media audience is primarily female; however, the bulk of our audience on platforms like Instagram and TikTok comes from the 16-25 age range. We are constantly searching for new ways to improve our content and new channels to reach our audience.

Marketing Goals for 2028-2030

1. **Hiring A Part-Time Video Editor**: In the next six months, the Foundation will be seeking out and hiring a part-time video editor who will oversee the editing of video content for Facebook and Instagram Reels and TikTok. While our staff and volunteers have been doing a fantastic job creating, recording, and publishing audiovisual content since our founding, our organization would like to begin experimenting more with new styles of content creation to captivate our audience. To embark on this new chapter in our

media presence, we will be searching for someone with experience in social media content creation and basic animation principles and skills who can spend twenty hours a week creating and editing video content.

- 2. Furthering Our Engagement With Schools: While Women's Stories Foundation, Inc. has a strong history of providing educational content and workshops to schools, universities, and other educational institutions, our organization wants to expand our reach into the classroom. Along with continuing with our efforts to keep up to date with state curriculum standards, we will be initiating correspondence with State Departments of Education in all fifty states to begin establishing a more direct line of communication. We hope to create partnerships with these Departments and offer women's history content and educational materials more directly to school districts through them. We would also like to fund a trip for several staff members to the 2030 National Council for History Education Conference for the Council's 40th anniversary to network with history educators from across the country.
- 3. **Boosting Content Visibility**: Although this goal may seem small in comparison to our other marketing objectives, boosting content visibility is crucial to remaining a key player in the world of historical and genealogical databases. Starting next year, the Foundation will be undertaking a full audit of our website's content to ensure that all current and past posts and web pages are utilizing the latest Search Engine Optimization (SEO) practices. Additionally, we will be investing more money into our social media presence to increase the boosting of individual posts for greater visibility, prioritizing audiovisual content and cornerstone content of our website.

Development Plan

Current Support

For the last three years, Women's Stories Foundation, Inc. has been incredibly fortunate to find such an outpouring of support for our efforts to educate the public about women's stories throughout American history. This first phase of our organization's development was made possible because of two major grants from the Daughters of the American Revolution and the Bill & Melinda Gates Foundation that contributed our first year of operating expenses and created our budding endowment fund. We have been able to continue fulfilling our mission through revenue generated by our genealogical service offerings, small-scale donations from visitors and small grants from historical societies and organizations, and the ceaseless dedication of dozens and dozens of volunteers who produce content for the Foundation from nothing more than the greatest passion and love for history and women. As we enter this next chapter of our organization and look to expand our research and educational offerings, we will need to raise more funds by creating new connections to foundations and organizations, corporations, and individual donors.

Development Goals for 2028-2030

- Hiring A Dedicated Full-time Staff Member To Focus On Development Efforts: While our founder, Cady Hammer, and a few key members of our staff and volunteer pool have been putting forth sincere effort into potential donor research and donor outreach, we have not had a dedicated person with development experience to lead this section of organizational management. Immediately after this strategic plan's release, Women's Stories Foundation, Inc. will seek to hire a full-time staff member to oversee development planning, outreach, communication, and tracking for the entire organization. We hope to find a person who is as passionate about women's history as we are who can help us make connections that will allow our organization to continue to expand.
- 2. **Researching And Connecting With More Foundations And Organizations**: With the aid of the newly hired full-time development officer, Women's Stories Foundation, Inc. will dedicate more time, energy, and resources to researching more women-related, history-related, and educational foundations and organizations to connect with. Over the next three years, we want to expand our presence in the nonprofit world through partnerships with other organizations to fuel both the development of our content and the development of our distribution of funds to researchers and educational institutions across the nation.
- 3. **Continuing To Expand Our Individual Donor Base**: As always, our final development has always been, and will always continue to be, expanding our individual donor base. Small-scale gifts built this foundation, and we hope to continue engaging with our individual donors with exclusive content and premium workshops and virtual events.

Implementation Plan

FY2028

- Hire a part-time video editor and begin producing new styles of social media content.
- Hire a full-time staff member to focus on development efforts. Have them evaluate our organization's current development practices and create a plan for the next two years.
- Initiate correspondence with all State Departments of Education.
- Begin researching women's presence and roles in the Civil War.
- Conduct research on educational standards for elementary schools in every state and territory in the United States.
- Dedicate time, energy, and resources to researching more women-related, history-related, and educational foundations and organizations to connect with.
- Continue to engage with and expand our individual donor base.

FY2029

- Create a clear content plan and calendar for women of the Civil War and begin production.
- Publish at least a third of intended women of the Civil War content by the end of the year.
- Create a clear content plan for elementary school educational offerings related to women of the American Revolution and begin production.
- Complete a full audit of the Foundation's website content to ensure that all current and past posts and web pages are utilizing the latest Search Engine Optimization (SEO) practices and generate a report for donors.
- Begin investing more into boosting the Foundation's social media presence.
- Dedicate time, energy, and resources to researching more women-related, history-related, and educational foundations and organizations to connect with.
- Continue to engage with and expand our individual donor base.

FY2030

- Complete publication of all planned content on women of the Civil War.
- Publish elementary school educational offerings related to women of the American Revolution.
- Expand the "Chase Her Legacy" microgrant program and initiate a publicity campaign.
- Make corrections and changes to website content based on findings from the Search Engine Optimization (SEO) audit undergone in FY2029.
- Have new development practices fully implemented by our recently hired development officer.
- Dedicate time, energy, and resources to researching more women-related, history-related, and educational foundations and organizations to connect with.
- Continue to engage with and expand our individual donor base.

Financial Plan

Consolidated Statements of Activities For FY2025 and FY2026

Revenues		
	2025	2026
Contributions	\$14,898	\$26,629

Grants	\$12,500	\$15,000
Investment Income	\$45,000	\$50,000
Genealogical Services Fees	\$12,073	\$17,527
Total Revenue	\$84,471	\$108,886
Expenses		
	2025	2026
Salaries and Wages	\$61,729	\$77,684
Insurance and Other Benefits	\$12,346	\$19,421
Website and Web Hosting	\$7,250	\$7,250
Services		
Program Expenses	\$1,973	\$2,544
Travel Expenses	\$224	\$549
Fundraising Expenses	\$398	\$750
General Admin Expenses	\$225	\$512
Other	\$150	\$173
Total Expenses	\$84,295	\$108,883
Net Operating Activities	\$176	\$3

Statement of Activities for FY2027

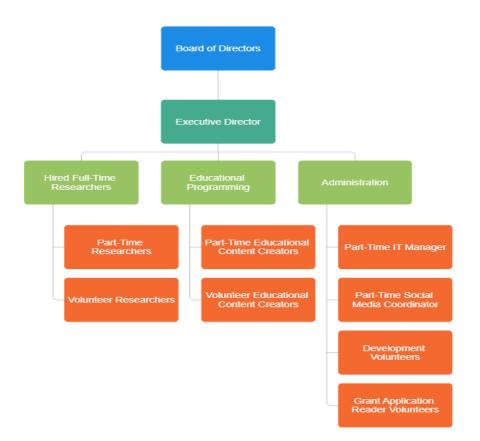
Revenues	
	2027
Contributions	\$44,723
Grants	\$27,500
Investment Income	\$55,000
Genealogical Services Fees	\$24,769
Total Revenue	\$151,992
Expenses	
	2027
Salaries and Wages	\$108,437

Insurance and Other Benefits	\$27,109
Website and Web Hosting	\$7,250
Services	
Program Expenses	\$3,228
Travel Expenses	\$2,416
Fundraising Expenses	\$1,286
General Admin Expenses	\$753
Other	\$294
Total Expenses	\$150,773
Net Operating Activities	\$1,219

Projected Revenues for FY2028 and FY2029

Revenues			
	2028	2029	
Contributions	\$49,643	\$55,103	
Grants	\$28,050	\$28,610	
Investment Income	\$55,000	\$60,000	
Genealogical Services Fees	\$28,484	\$32,757	
Total Revenue	\$161,177	\$176,470	

Organizational Structure



Board Structure

Leadership

Executive Director: Cady Hammer

Board of Directors

President: Holly A. Mayer

Vice President: Suzanne Heske

Secretary: Marie Gibson

Treasurer: Rosie Craig

Daina Ramey Berry

Tricia Martineau Wagner

Dr. Tey Nunn
Dr. Elizabeth "Betita" Martinez
Rebecca Kugel
Angela Riley
Joan Ohlweiler
Cindy Lewis

Bylaws of Women's Stories Foundation, Inc.

a Nonprofit Corporation

Article I: Company Formation

- 1.01 **FORMATION**. This Corporation is formed pursuant to the laws of the state of incorporation, as stated in the Articles of Incorporation for the Corporation.
- 1.02 CORPORATE CHARTER COMPLIANCE. The Board of Directors (the "Board")

acknowledges and agrees that they caused the Articles of Incorporation to be filed with the respective state office and all filing fees have been paid and satisfied.

- 1.03 **REGISTERED OFFICE & REGISTERED AGENT**. The registered office of the corporation shall be located within the state of incorporation and may be, but need not be, identical with the principal office. The address of the registered office may be changed from time to time. The Board is obligated to maintain and update the corporate records on file with the Corporation's registered agent.
- 1.04 **PURPOSE**. Consistent with the Articles of Incorporation, and until such time that the Articles of Incorporation have been amended, this Corporation is formed to engage in any lawful public tax-exempt nonprofit business purpose.
- 1.05 **FISCAL YEAR**. The fiscal year for this Corporation is recognized as January 1 through December 31.
- 1.06 **ADOPTION OF BYLAWS**. These corporate Bylaws have been adopted by the Board on behalf of the Corporation.

Article II: Board of Directors

2.01 **INITIAL MEETING OF THE BOARD**. The Board has conducted and completed the initial meeting necessary to begin the business operations of the Corporation, including the adoption of these Bylaws. At the initial meeting of the Board, the initial directors were appointed to their respective staggered terms, and at least one director was

appointed to an abbreviated term set to expire upon occurrence of the first annual meeting of the Board whereby that director can either be re-elected or replaced by the Board pursuant to these Bylaws.

2.02 **POWERS AND NUMBERS**. The management of all the Corporation's affairs, property, and interests shall be managed by or under the direction of the Board. Directors need not be members of the Corporation or residents of the state of incorporation to qualify and serve the Corporation as a director. Until these Bylaws are amended, the Board consists of twelve (12) directors who are elected for the term of four (4) years, and will hold office until their successors are duly elected and qualified at the following annual

meeting of the Board.

2.03 DIRECTOR LIABILITY. Each director is required, individually and collectively, to act in good faith, with reasonable and prudent care, and in the best interest of the Corporation. If a director acts in good faith and in a manner that is reasonably in line with the best interest of the Corporation as determined by a reasonably prudent person situated in similar circumstances, then they shall be immune from liability arising from official acts on behalf of the Corporation. Directors who fail to comply with this section of these Bylaws shall be personally liable to the Corporation for any improper acts and as otherwise described in these Bylaws.

2.04 **CLASSES OF DIRECTORS**. Until such time as these Bylaws are accordingly amended, the Corporation does not have classes of directors.

2.05 **CHANGE OF NUMBER**. The Board may increase or decrease the number of directors at any time by amendment of these Bylaws, pursuant to the process outlined in Article 8 of these Bylaws. A decrease in number does not have the effect of shortening the term of any incumbent director. If the established number of directors is decreased, the directors shall hold their positions until the next meeting of the Board occurs and new directors are elected and qualified. The Corporation must have at least six (6) directors.

2.06 **ELECTION OF DIRECTORS**. Directors are to be voted on and elected at each annual meeting of the Board, unless a special meeting is expressly called to remove a director or fill a

vacancy. If a director is elected, but is not yet qualified to hold office, then the previous director shall holdover until such time that the newly elected director is so qualified.

2.07 **REMOVAL OF DIRECTORS**. At any meeting of the Board called expressly for that purpose, any director, including the entire Board, may be removed by an affirmative majority vote by the current Board.

2.08 **VACANCIES**. All vacancies in the Board may be filled by the affirmative vote of a majority of the remaining directors, provided that any such director who fills a vacancy is qualified to be a director and shall only hold the office for the term specified in Section 2.02 of these Bylaws and until a new director is duly elected by the Board or members. Any vacancy to be filled due to an increase in the number of directors may be filled by the Board for a term lasting until the next annual election of directors by the Board at the annual meeting or a special meeting called for the purpose of electing directors. Any director elected to fill a vacancy which results from the removal of a director shall serve the remainder of the term of the removed director and until a successor is elected by the Board and qualified. Any individual who fills a vacancy on the Board shall not be considered unqualified or disqualified solely by virtue of being an interim director.

2.09 **REGULAR MEETINGS**. The meetings of the Board or any committee may be held at the Corporation's principal office or at any other place designated by the Board or its committee, including by means of remote communication. Meetings will be held once a month, which will include a final annual board meeting in early December of each year. The Officers of the Board will communicate designated dates and times for regular meetings.

2.10 **SPECIAL MEETINGS**. Special meetings can be called by the board president and require at least three days' notice. The meeting must remain focused on the topic it was called for.

2.11 **EXECUTIVE AND OTHER COMMITTEES**. The Board may create committees to delegate certain powers to act on behalf of the Board, provided the Board passes a resolution indicating such creation or delegation. The Board may delegate to a committee the power to appoint directors to fill vacancies on the Board. All committees must record regular minutes of their meetings and keep the minute book at the corporation's office. The creation or appointment of a committee does not relieve the Board or individual directors from their standard of care described in Section 2.03 of these Bylaws.

2.12 **COMPENSATION**. Members of the board will not receive any compensation for their participation on the board.

Article III: Officers

3.01 **DESIGNATIONS**. The Corporation shall have a President, a Vice President, a Secretary, and a Treasurer, who will be elected by the Boad. Per these Bylaws, an elected officer will hold office for one (1) year or until a successor is elected and qualified.

3.02 **REMOVAL AND RESIGNATION OF OFFICERS**. Any officer or agent may be removed by the Board at any time, with or without cause. Such removal shall be without prejudice to the contract rights, if any of the person so removed. Appointment of an officer or agent does not, by itself, create contract rights. Any officer may resign at any time by giving written notice to the Board, the President, or the Secretary. Any such resignation shall take effect upon receipt of such notice or at any later time specified therein, and unless otherwise specified in the notice, the acceptance of such resignation shall not be necessary to make it effective.

3.03 **LIABILITY**. Each officer is required, individually and collectively, to act in good faith, with reasonable and prudent care, and in the best interest of the Corporation. If an officer acts in good faith and in a manner that is reasonably in line with the best interests of the Corporation as determined by a reasonably prudent person situated in similar circumstances, then they shall be immune from liability arising from official acts on behalf of the Corporation. Officers who fail to comply with this section of these Bylaws shall be personally liable to the Corporation for any improper acts and as otherwise described in these Bylaws.

3.04 **INDEMNIFICATION**. Officers shall be indemnified by the Corporation, so long as the officer acted in a manner substantially similar to and consistent with the standard of care required for directors, as described in Section 3.03 of these Bylaws. Any officer indemnification shall be limited to proceedings that are directly related to or have arisen out of the officer's acts on behalf of the Corporation.

Article IV: Books and Records

4.01 **MEETING MINUTES.** As required by these Bylaws, the Corporation must keep a complete and accurate accounting and minutes of the proceedings of the Board within the corporate books/records.

4.02 **RETENTION OF RECORDS**. The Corporation shall keep as permanent records all meeting minutes of the Board, all actions taken without a meeting by the Board, all actions taken by committee on behalf of the Board, and all waivers of notices of meetings.

4.03 **ACCOUNTING RECORDS**. The Corporation shall maintain appropriate accounting records.

4.04 **RIGHT TO INSPECT**. Any director or director representative has the right, upon written request delivered to the Corporation, to inspect and copy during usual business hours the following documents of the Corporation: a. Articles of Incorporation; b. These Bylaws; c.

Minutes of the Board proceedings; d. Annual statements of affairs; and e. The other documents held at the principal address pursuant to these Bylaws.

Article V: Amendments

5.01 **BY DIRECTORS**. The Board has the power to make, alter, amend, and repeal the Corporation's Bylaws. Any alteration, amendment, or repeal of the Bylaws, shall be effective following a majority vote of the Board.

5.02 **COMPLIANCE WITH STATE LAW**. Any amendment to the Corporation's Articles of Incorporation or these Bylaws shall comply with the respective laws, rules, and regulations of the jurisdictions in which the Corporation operates or conducts business.