

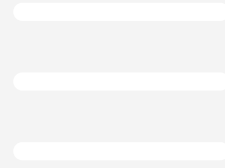


MINER  A

STRATEGIC PLAN

2023-2026

MENU



- 2 **LAND** ACKNOWLEDGEMENT
- 3 **ABOUT** MINERVA BC
- 4 **A CRITICAL MOMENT** A NEW STRATEGY
- 5 **OUR VISION, MISSION, ROLE**
- 6 **OUR THEORY OF CHANGE**
- 7 **MAKING CHANGE HAPPEN**
- 12 **OUR VALUES**
- 13 **OUR APPROACH**
- 14 **OUR TOOLS OF CHANGE**
- 15 **GRATITUDE**

LAND ACKNOWLEDGEMENT

Our office is located on the traditional, unceded lands of the Coast Salish Peoples, including the xʷməθkʷəyəm, Skwxwú7mesh, and səliwətaʔt. We also routinely work on the lands of Stk'emlupsemc te Secwepemc and Lheidli T'enneh.

Land acknowledgements are a way to share the history of the land and to know our place within that history. As a non-Indigenous organization, Minerva understands the privilege we have in developing and empowering the current and next generation of leaders. In Canada, policies of forced assimilation meant that over seven generations of Indigenous people were denied the opportunity to live, learn, and lead on their lands.

The Minerva team is committed to building right relations with Indigenous peoples and to learn and unlearn our own colonial practices. We are especially committed to elevating the visibility, influence, and contribution of Indigenous women – who are leaders in their communities since time immemorial.

We encourage our team members, participants, board members, and partners to learn about the lands they are on, to consider their relationship and responsibilities to the land and its original inhabitants.

ABOUT MINERVA BC

Minerva BC is a Vancouver-based charity that is dedicated to advancing the leadership of women and girls. For over two decades we have helped women across British Columbia expand their capacities through education, mentorship, and leadership training.

We also support the business community, and wider community, as we work together to break down visible and invisible barriers in the workplace and replace them with attitudes and systems that are supportive to women's achievement.

Our vision is a world where women and girls, in all their diversity, have equal power in decision-making spaces.



A CRITICAL MOMENT A NEW STRATEGY

This Strategic Plan is the result of a year of research, consultation, and planning, and two years of testing, adapting, and designing throughout the COVID-19 pandemic.

It was developed with input from our community, and deep consideration of our Theory of Change.

This plan responds to the critical moment we are in, where changes in society have placed increased value and priority on equity, diversity, and inclusion. The benefits of building an equitable workplace are well understood and leaders are ready to act.

With a 20+ year history of collaborating with organizations, a range of proven high impact programs and solutions, and established relationships with a network of experts, Minerva BC is poised to accelerate the pace of change.

TO ACHIEVE OUR DESIRED IMPACT, WE WILL:

- Design and deliver high-quality programs that are accessible and inclusive
- Empower women and girls to build relationships with mentors, sponsors, and peers
- Create and contribute knowledge that centers women's perspectives and challenges gender stereotypes
- Strengthen accountability by sharing reports and data
- Equip organizational leaders with the knowledge, skills, and practices to deliver on their commitments to gender equity

We are ready to leverage our position as a trusted authority and voice on women's leadership to advocate for gender equity and partner with organizations who share our vision.

WILL YOU JOIN US?

OUR VISION

Women and girls, in all their diversity, have equal power in decision-making spaces.

OUR MISSION

To change the face of leadership by elevating the visibility, influence, and contribution of women.

OUR ROLE

We are committed to our role as a skilled driver and enabler of change.



MENU 

OUR THEORY OF CHANGE

if we understand

how gender bias limits women's leadership opportunities

...and build

the skills and networks of self-identified women and girls

...while equipping

organizational leaders with the knowledge, skills, and practices to deliver on their commitments to gender equity

...then we have

the leadership, capacity, and support systems to drive a measurable increase in the presence and influence of women in leadership

which will create

a society where women and girls, in all their diversity, have equal power in decision-making spaces.

MAKING CHANGE HAPPEN

Gender equity must be actively pursued by individuals and organizations. For lasting change, societal attitudes and norms must be transformed.

From our research and consultation with community partners, women in our programs and broader stakeholders across BC, we identified three central, interconnected levers for change that will focus our efforts and deepen our impact.



OUR MISSION is to change the face of leadership by elevating the **visibility**, **influence**, and **contribution** of women.

**MAKING
CHANGE
HAPPEN**

CHALLENGE BIAS IN COMMUNITY, GOVERNMENT AND MEDIA

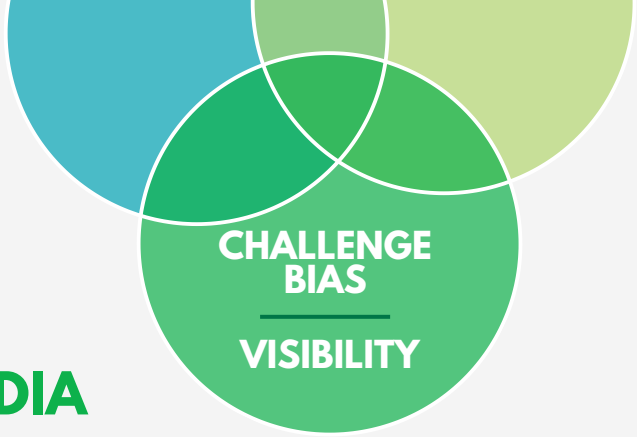
Leadership is commonly associated with traits of assertiveness, competitiveness, ambition, and execution skills, creating a success stereotype based on characteristics of male leaders.

Research shows that women are compared with these male standards of success, yet when demonstrating these traits, they are often criticized. Women's leadership is routinely overlooked, and women are perceived as less suited to leadership than men. It's clear that gender bias significantly impacts the leadership potential of women, and thus limits the potential of society.

We need to increase awareness of how gender bias limits women's career and leadership opportunities by challenging old ideas. By amplifying new approaches, we can ensure feminist leadership is more visible and valued.

Over the next three years, Minerva BC is committed to building knowledge that centres on women's perspectives and challenges gender stereotypes, strengthening accountability by sharing knowledge and data, and increasing engagement in the spaces of gender equity and inclusion in the workplace.

MENU ≡



TO ACCOMPLISH THIS, WE WILL:

- Deepen our understanding by collecting data and exploring workplace gender bias through intersectional research with women at all levels of leadership.
- Share knowledge about current realities and opportunities to drive change, elevating Minerva as a thought leader in gender equity in the workplace.
- Pursue a brand refresh to increase the visibility of Minerva, clarify our message to drive engagement, and refine focus across all three levers of change.
- Elevate the role of male allies in driving change by facilitating dialogue and presenting tangible actions to use their privilege to create and foster more gender-diverse workplaces.



**MAKING
CHANGE
HAPPEN**

DEVELOP AND SUPPORT SELF-IDENTIFIED WOMEN AND GIRLS TO BE LEADERS



Research shows that societal norms constrain women's leadership development. Most women do not anticipate barriers when they enter the workforce, so it knocks their confidence when they experience them.

At work, women often underestimate their performance and avoid self-promotion, while at the same time are undervalued by employers. In combination with less managerial support, mentorship, and sponsorship, women are not best set up to drive their leadership careers forward.

Minerva's programs enable women and girls to chart their own leadership journeys through defining their values, developing key skills, and building their power base - a network of influential and supportive peers and mentors.

Over the next three years Minerva will keep doing what we do best: designing and delivering high-quality programs that are accessible and inclusive, and strengthening networks that empower women and girls to be actively involved in their communities and workplaces.

TO ACCOMPLISH THIS, WE WILL:

- Evolve and expand our signature leadership programs by leveraging hybrid program delivery options to serve more women and girls year-over-year.
- Strengthen our connections to an intersectional, gender diverse, and 2SLGBTQI+ feminist movement to ensure that our programs are equitable and inclusive of all women.
- Develop and test short-term impact measures for each program to ensure we drive towards the outcomes women want and need.
- Based on research, feedback, and consultations, identify new programs and partnerships that address individual barriers to leadership and enable Minerva to scale its expertise.



**MAKING
CHANGE
HAPPEN**

ACTIVATE INCLUSION IN ORGANIZATIONS

We know that women experience the workplace differently than men. Research shows that women must consistently perform to higher standards than men to prove they are equal to their peers.

This is worse for women who experience compounding discrimination because of their background or identity. Women's successes are often attributed to anything but their capability; they are more likely to experience day-to-day microaggressions related to their gender, are overlooked for promotions due to their age and stage of life, and are penalized financially and in career advancement for needing the flexibility to support family commitments.

We need organizational leaders to understand the root cause of gender gaps in the workplace, commit to the intentional inclusion of women leaders, and implement policies and practices that result in structural changes that create equitable outcomes for women.

Over the next three years, Minerva BC is dedicated to equipping organizational leaders with the knowledge, skills, and practices to deliver on their commitments to gender equity.



TO ACCOMPLISH THIS, WE WILL:

- **Conduct research and engage in consultations with organizations to understand the persistent challenges and service gaps in achieving gender equity in leadership.**
- **Re-design and publish province-specific and practical reports to increase awareness of progress and strengthen accountability of organizational leadership.**
- **Create resources and learning opportunities for organizations that align with and deepen the impact of Minerva's leadership programs.**
- **Explore, validate, and test service offerings to support organizations in establishing and implementing gender equity commitments.**



**MAKING
CHANGE
HAPPEN**

STRENGTHENING AND SUSTAINING MINERVA

Minerva has experienced significant change over the last few years. We've sharpened our focus and shifted our operations. We have new ways to approach our work, and see new opportunities to grow our impact.

In addition to the persistent challenge of advancing women in leadership, we know we must apply an inclusive lens to contemporary issues such as gender identity, racism, and reconciliation. Our team is committed to meeting these challenges with open hearts and minds.

Over the next three years, Minerva BC is committed to building a healthy, thriving organization by investing in our people, processes, technology and systems. We are committed to supporting our employees, board members, and community in developing their leadership, and contributing meaningfully to an equal future for all.

TO ACCOMPLISH THIS, WE WILL:

- Continue to build processes that provide clarity and structure while enabling flexibility for growth.
- Increase revenue diversity to meet the priorities within this Strategic Plan, whilst building reserves that provide stability for Minerva BC.
- Upskill our technology to enhance online learning experiences and data capabilities.
- Continually build cultural awareness, knowledge, and capacity to pursue our ongoing commitment to Truth and Reconciliation, and equity, diversity, and inclusion.
- Dedicate time and energy to building professional and leadership development opportunities, for the Minerva BC team.



OUR VALUES

AUTHENTICITY

We are self-aware, respectful, and we listen. We share our thoughts, feelings, and challenges. We are true to the values that drive us.

INCLUSION

We seek out new ideas and different perspectives. We create spaces where people feel welcome, valued, and heard.

COLLABORATION

We build strong relationships and collaborate on purpose. We invest in each other's success.

GROWTH

We value creativity, courage, and learning. We are always striving to become better leaders.

CONTRIBUTION

We are motivated by impact. We use our strengths, resources, and relationships to achieve our vision.



OUR APPROACH

DECOLONIAL

We commit to resisting and repairing the historical and ongoing harms of colonization and to seek out, and listen to Indigenous knowledge, teachings, and experience.

FEMINIST

We value and prioritize women's lived experiences, and support the voice, agency, and empowerment of self-identified women and girls and gender diverse people.

INTERSECTIONAL

We seek to understand the different experiences of women based on their multiple identities and ensure our work does not ignore or add to compounding discrimination and disadvantage.

PARTICIPATORY

We build on the strengths and wisdom of our community members and prioritize their needs. We value multi-generational, and reciprocal learning.

SYSTEMIC

The barriers to women's full participation in leadership roles are complex. We work to transform systems and structures to advance gender equality.

VALUES-BASED

Values-based leadership is at the heart of Minerva's mission. We know that when people understand what is important to them and what motivates them, we can make better decisions and show up as more effective and intentional leaders.

TOOLS FOR CHANGE

RESEARCH, EDUCATION + AWARENESS

We will use research to bring awareness to the visible and invisible barriers that women face at different stages of their career. Research will be embedded in our individual and organizational programs to deepen their impact. We will share knowledge and wise practices more broadly through education and awareness campaigns.

IMPACT EVALUATION

We are committed to aligning our impact measurement to research and evidence. We will use data to inform program development, benchmark change, and identify what works. We will also track progress change through a revised Face of Leadership™ Scorecard.

COMMUNITY BUILDING

Strategic partnerships are foundational to our work. By building relationships across the province, and bringing together voices of diverse backgrounds, abilities, ages, and locations, we will create an inclusive environment where everyone can work together.

FUNDING AND PARTNERSHIPS

Our non-profit model enables us to drive funding into all areas of women's leadership, offer scholarship opportunities to those needing financial support, and develop new initiatives. We are committed to achieving revenue growth goals for earned revenue, grants, sponsorship and donations. We are excited to deepen existing relationships and engage new partners in our work.

GRATITUDE

This work was made possible with funding from Women and Gender Equality, The Flanagan Foundation and Power to Give.

We appreciate the excellent strategic clarity coaching we received through Innoweave, and the research, expertise and consultation provided by Dr. Victoria Gay.

We raise our hands to our founders, board members, and donors.

Nothing is possible without you!





To learn more about Minerva BC and our work,
or to get in touch for partnerships, contact:
Trina Prior, Director of Partnerships + Engagement,
at trinap@minervabc.ca

DONATE HERE



Follow us on social media and [sign up for our newsletter.](#)



2023-2026
MINER  A