



GFWC Strategic Plan|

Approved June 2017

GFWC MISSION

The General Federation of Women's Clubs is an international women's organization dedicated to community improvement by enhancing the lives of others through volunteer service.

GFWC VISION

Our vision is to empower women in collaborative efforts of philanthropy, advocacy, and community leadership.

GFWC CORE VALUES

- Stewardship
- Empowerment
- Respect
- Vision
- Integrity
- Collaboration
- Excellence

EXECUTIVE SUMMARY

GFWC's Mission Statement reflects a unifying vision for the organization and clearly states the purpose and scope of our endeavors. The Strategic Plan supports and advances the Mission Statement. The GFWC Strategic Planning Committee (composed of members of the Executive Committee, Director-elect of Junior Clubs and five other members from the membership appointed by the International President) is responsible for strategic planning. The GFWC President-elect serves as the Chairman of the committee.

A strategic plan is a working document that guides and strengthens the activities of an organization. Goals and strategies designed to achieve them enable the organization to plan effectively for the future.

The Strategic Plan identifies six major issues (Membership, Leadership, Public Awareness, Special Projects and Community Service Programs, Financial Stability, Management and Governance) facing the federation (not in any order of priority). It is organized with clear goal statements within each issue, objectives that support the goals, and specific strategies for achieving each objective.

Focusing on these six main issues and the achievement of the goals and objectives will guide GFWC toward realizing its vision of providing opportunities to its members to serve their communities effectively through organized activities, develop leadership skills, participate in continued learning and enrichment, and cultivate lasting friendships.

STATEMENT OF RESPONSIBILITY

It is the responsibility of every member of GFWC to support and promote the goals, objectives, and strategies as stated in the Strategic Plan.

- ❖ The Executive Committee oversees the implementation of the Strategic Plan.
- ❖ The Strategic Planning Committee reviews and refines the Strategic Plan on an annual basis.
- ❖ The Board of Directors approves, actively promotes, and participates in the implementation of the Strategic Plan.
 - State Presidents and State Directors of Junior Clubs disseminate information relevant to the achievement of the Strategic Plan.
 - GFWC Chairmen and Committee Members actively work to achieve the goals, objectives, and strategies relevant to their program area.
- ❖ State and district officers and chairmen design activities and materials that help carry out the goals, objectives, and strategies of the Strategic Plan.
- ❖ Clubs learn about and participate in activities that further the Strategic Plan through attendance at meetings and available GFWC resources.
- ❖ GFWC Staff actively works toward accomplishing the items defined under the strategies of the Strategic Plan.

| ISSUE:MEMBERSHIP | | | |
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| Goals | Objectives | Strategies | Targets |
| Increase GFWC membership. | 1. Enhance GFWC loyalty, purpose, and pride in clubwomen and member clubs. | <ol style="list-style-type: none"> 1. Secure the opportunity to communicate with all individual members by obtaining their contact information from club presidents. 2. Strengthen and clarify GFWC's purpose of community improvement. 3. Provide opportunities to expand awareness of and acknowledgement for GFWC's accomplishments and contributions. 4. Expand ways of acknowledging contributions and accomplishments of GFWC's individual members and member clubs. 5. Provide member-exclusive content to reinforce the value of belonging to GFWC. | 5. Communicate with individual members twice a year by end of administration. |
| | 2. Retain existing Woman's, Junior Woman's, and Juniorette clubs. | <ol style="list-style-type: none"> 1. Educate members on the value of belonging. 2. Reinforce concept that membership is everyone's responsibility. 3. Identify and mentor at-risk clubs and federations. 4. Enhance and promote GFWC Mediators Program. | 3. Develop step-by-step assistance to at-risk clubs and federations through website and other sources by end of administration. |
| | 3. Establish new Woman's, Junior Woman's, and Juniorette clubs. | <ol style="list-style-type: none"> 1. Continue to provide incentives and resources for the establishment of new clubs. 2. Expand ways of mentoring and guiding new clubs for first year and thereafter as needed. | 2. Communicate monthly with presidents of new clubs for one year on successes and/or struggles by end of administration. |

| ISSUE: LEADERSHIP | Objectives | Strategies | Targets |
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| Educate and foster GFWC leaders. | <ol style="list-style-type: none"> 1. Provide guidelines for strong leadership. | <ol style="list-style-type: none"> 1. Increase membership knowledge of GFWC Strategic Plan. 2. Implement the GFWC Strategic Plan comprising common goals, objectives, and strategies, with each constituent division determining their own action plan. 3. Implement a conduct policy that outlines the duties and responsibility of membership. | <ol style="list-style-type: none"> 1. Highlight the strategic plan to members by: <ul style="list-style-type: none"> • Making the plan available on the website, and feature on the homepage once a year • An article in News & Notes once a quarter • An article in magazine once a year • Presentation at region conferences once per administration |
| | <ol style="list-style-type: none"> 2. Provide educational opportunities and leadership training for potential GFWC leaders. | <ol style="list-style-type: none"> 1. Enhance the LEADS program. 2. Provide LEADS resources for state LEADS programs. 3. Provide ongoing, comprehensive training in parliamentary procedure. | <ol style="list-style-type: none"> 3. Kick off parliamentary training at 2018 convention by: <ul style="list-style-type: none"> • Providing a workshop by a parliamentary organization such as NAP to produce at least one registered parliamentarian per state by 2024. Workshop participants would be enrolled in a program to continue study on their own with support and encouragement from GFWC. • Develop a relationship with NAP or other organization and the GFWC Leadership advancement area. |
| | <ol style="list-style-type: none"> 3. Provide continuing education and resources to current GFWC leaders. | <ol style="list-style-type: none"> 1. Continue to provide leadership training and resources to assist incoming state leaders in fulfilling leadership responsibilities through ILTS and Orientation meetings. 2. Continue to provide updated leadership tools and educational opportunities. 3. Provide leader-to-leader mentoring. | <ol style="list-style-type: none"> 1. Expand ILTS with a two-point training program: <ul style="list-style-type: none"> • Even year region meeting to include incoming region presidents, state presidents, and directors of junior clubs. • Follow up with an ILTS at the odd year convention to expand the areas of training. |

| ISSUE: PUBLIC AWARENESS | | | |
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| Goals | Objectives | Strategies | Targets |
| Recognized universally as GFWC. | 1. Build brand identity | <ol style="list-style-type: none"> 1. Urge state federations and member clubs to refer to themselves as GFWC state and/or GFWC (club). 2. Expand use and understanding of "Doing Business As" (d/b/a). 3. Implement the use of approved GFWC emblem and/or logos. 4. Define the work of GFWC through the use of mission statement and tagline. | <ol style="list-style-type: none"> 1. Utilize communication tools to provide information and importance of incorporating "GFWC" in state federations and member clubs names. <ul style="list-style-type: none"> • Quarterly 2. Utilize communications tools to provide information and understanding of the use of "Doing Business As" as an option for incorporating "GFWC" (state) and/or GFWC (club). <ul style="list-style-type: none"> • Quarterly |
| | 2. Become a recognized resource on volunteerism | <ol style="list-style-type: none"> 1. Promote GFWC Women's History and Resource Center. 2. Engage in social and other media opportunities. | <ol style="list-style-type: none"> 1. Encourage State Presidents and Directors of Juniors Clubs to engage district and club leaders to use GFWC information and guidelines for establishing local displays by June 2018 to demonstrate GFWC volunteerism. <ul style="list-style-type: none"> • Develop and provide information and guidelines on establishing displays twice per year • 50% state participation as demonstrated in the 2020 WHRC state reports |
| | 3. Assist state federations and member clubs in effectively promoting their accomplishments. | <ol style="list-style-type: none"> 1. Provide promotional resources to state federations and member clubs. 2. Engage in social and other media opportunities. | |
| | 4. Provide Communications in digital format | <ol style="list-style-type: none"> 1. Maintain a functional and efficient website. 2. Provide <i>GFWC Clubwoman Magazine</i> in a digital format, as well as in print. 3. Provide member-exclusive content to reinforce the value of belonging to GFWC. 4. Continually update <i>The GFWC Club Manual</i> in digital format. | |

| ISSUE:SPECIAL PROGRAMS AND COMMUNITY SERVICE PROGRAMS | | | |
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| Goal | Objectives | Strategies | Targets |
| Provide diverse Special Programs and Community Service Programs | <ol style="list-style-type: none"> 1. Encourage member clubs to implement projects based on respective community needs. | <ol style="list-style-type: none"> 1. Provide guidance for the attainment of assessment tools to assist member clubs with evaluating community needs. 2. Focus on positive outcomes and community impact. 3. Measure the value of, impact of, and recognition garnered. 4. Recognize and reward community impact and project creativity. 5. Continually update <i>The GFWC Club Manual</i> in digital format. | <ol style="list-style-type: none"> 1. Begin to develop assessment tools in June of odd-numbered year so it is in place by the end of June of the even numbered year. 2. Measure with Statistical Reports. 3. Measure at the time of the event. 4. Continually at each convention. 5. As changes occur. |

| ISSUE: FINANCIAL STABILITY | | | |
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| Goals | Objectives | Strategies | Targets |
| Develop and maintain sufficient financial resources. | <ol style="list-style-type: none"> 1. Evaluate GFWC's revenue and expenditures. | <ol style="list-style-type: none"> 1. Assess current dues. 2. Assess current non-dues based revenue. 3. Assess current expenditures. 4. Analyze revenue versus expenditures to make recommendations for change. | <ol style="list-style-type: none"> 4. An annual review of all expenditures is done by the budget & finance Committee and propose cost effective recommendations to the Executive Committee. |
| | <ol style="list-style-type: none"> 2. Increase non-dues based revenue with grants, donations, and fundraising. | <ol style="list-style-type: none"> 1. Develop internal sources of revenue annually by maintaining and/or expanding the use of all forms of GFWC Communications. 2. Develop external resources annually by maintaining and/or expanding sponsorships, media relationships, promotional relationships, and grants. | <ol style="list-style-type: none"> 1. Assess increased revenue e.g. News & Notes, GFWC Clubwoman, Marketplace, affinity programs, and printed materials by June 2018. |
| Restore and preserve GFWC Headquarters. | <ol style="list-style-type: none"> 1. Promote vital Headquarters restoration and preservation through the <i>Campaign for the Future</i>. | <ol style="list-style-type: none"> 1. Celebrate the 1922 purchase of 1734 N Street through donations to the <i>Campaign for the Future</i>. | <ol style="list-style-type: none"> 1. Celebrate the success of the <i>Campaign for the Future</i> in 2022. |
| | <ol style="list-style-type: none"> 2. Secure external funding for Headquarters preservation. | <ol style="list-style-type: none"> 1. Secure grants and donations. 2. Research opportunities for additional funding. | |

| ISSUE:MANAGEMENT AND GOVERNANCE | | | |
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| Goals | Objectives | Strategies | Targets |
| Be a well-governed and well-managed organization. | <ol style="list-style-type: none"> 1. Maintain an efficient and well-trained Board of Directors. | <ol style="list-style-type: none"> 1. Provide ongoing education and information to ensure fulfillment of Board responsibilities. 2. Consistently review and structure Board Meeting to best conduct GFWC business. 3. Evaluate the Board of Directors structure prior to each administration, and modify if necessary. | |
| | <ol style="list-style-type: none"> 2. Maintain an efficient and well-trained staff. | <ol style="list-style-type: none"> 1. Provide ongoing training on GFWC history, culture, and practices; management policies and procedures; and membership services. 2. Provide professional development opportunities. | |