

# Proposed GFWC Strategic Plan

## Strategic Planning Committee Meeting, January 12-13, 2019

### Goal: Programs

#### Objective 1: Strengthen Programs by better utilization of Partners

**Strategy:** Incorporate Partners into all relevant Programs

Tasks

- Restructure Club Manual
  - Incorporate Partner ideas into each applicable program area
  - Create a Partner Directory with an overview of their purpose and works
  - Revise State Award Entry & Statistical Forms
- Introduction of updates
  - Roll out at 2020-2022 Orientation
  - Incorporate into workshops at 2020 Convention

**Strategy:** Restructure GFWC/Partner Relationships

Tasks

- Form a 3-member subcommittee from Executive Committee to deliberate and then work with staff to create a new process and engagement agreement
- Define GFWC's needs regarding Partners, such as cobranding, GFWC-specific projects, Annual Convention participation, and media content submissions
- Research and engage potential new Partners

#### Objective 2: Update and Revitalize Community Service Programs (CSPs)

**Strategy:** Employ the Strategic Planning Committee in the evaluation of current and potential new CSPs

Tasks

- Utilize a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis questionnaire to identify focus areas and emerging interests and ideas
- Engage the committee in deliberation and selection of updates (Result: Arts & Culture, Civic Engagement & Outreach, Education & Libraries, Environment, and Health & Wellness)

**Strategy:** Address the Bylaw regarding CSPs with a proposed amendment from the Executive Committee

Tasks

- Draft an amendment for consideration by the Bylaws Committee (Result: The community service programs shall be: Arts and Culture, Civic Engagement and Outreach, Education and Libraries, Environment, and Health and Wellness)
- Provide information to State Presidents & Directors of Junior Clubs pertinent to consideration of the Bylaw amendment
- Encourage the alignment of state bylaws with the amended GFWC Bylaw, if approved, providing language as needed

**Strategy:** Update the Standing Rules

Tasks

- Propose a new Standing Rule: Community Service Programs should be reviewed and updated as needed but no less than each decade beginning in 2020

**Objective 3: Elevate the Special Programs: Signature Program & Junior Special Program**

**Strategy:** Define the Signature Program in the Standing Rules

Tasks

- Insert a new number “6.” with the title “Special Programs,” and then renumber the remaining sections
- Define the Signature Program as “a)” and the Juniors’ Special Program as “b)”
- Refer to language in “11. Junior Leadership, b),” modifying with appropriate edits

**Strategy:** Assign Resolutions to the Special Programs

Tasks

- Evaluate all current Resolutions for relevance and applicability (Resolutions Committee)
- Reassign pertinent Resolutions to the two Special Programs (Executive Committee, by recommendation from the Resolutions Committee)

**Strategy:** Build the GFWC Brand through Special Programs

Tasks

- Develop a unique-to-GFWC focus project for each Special Program
- Design templates for press releases, brochures, fliers, and social media to ensure consistent branding

## Goal: Leadership

### Objective 1: Generate Leadership Training Opportunities at all Levels of GFWC (in addition to LEADS)

#### **Strategy:** Produce a Club Toolkit for Leadership

##### Tasks

- Determine a Club Toolkit theme by 3/1/19 (Executive Committee)
- Update current Club Manual materials and combine with other resource information to create subject-specific, example-heavy electronic toolkit by 10/15/19 (EC & 2020-2022 Leadership Chairman), which should include but is not limited to:
  - Officers/Board of Directors Development
  - Succession Management
  - Fiduciary Responsibilities
  - 501(c)(3) overview
  - Financial Support to Club Delegates
- Roll out Leadership Toolkit on 7/1/20
- Provide Leadership Toolkit to all club presidents

#### **Strategy:** Provide a Day of Leadership Training (LEADS 201) for Incoming State Presidents and Directors at Orientation

##### Tasks

- Develop a theme by 3/1/19 (Executive Committee)
- Create content by 10/15/19 (EC & 2020-2022 Leadership Chairman)
- Survey incoming leaders about their interest and level of expertise on various topics, such as Parliamentary procedure, strategic planning, leadership succession, project planning & implementation, and public speaking, so each session can be customized

#### **Strategy:** Customize LEADS (as presented at the Annual Convention) for Region Meetings

##### Tasks:

- Prioritize as an objective of incoming Region Presidents, with work commencing at the 2019 Orientation
- Review and evaluate topics and information offered in the GFWC LEADS program
- Restructure the format to fit a 2 to 3 hour seminar
- Complete a template for Region LEADS by 4/1/20

#### **Strategy:** Provide Additional Leadership Presentations at GFWC Meetings

##### Tasks

- Offer workshops and/or platform speakers on various leadership topics at the Annual Convention
- Offer workshops and/or platform speakers on various leadership topics at the Fall Board of Directors Meeting as a follow up to LEADS 201

## Goal: Membership

### Objective 1: Recruit New Members

#### **Strategy:** Strive to Diversify Membership “Bridging the Gap”

##### Tasks

- Recruit all age groups (Encompassing all generations: Generation Z – born 1996 and later; Generation Y—1977 to 1995, Generation X—1965 to 1976, Baby Boomers—1946 to 1964, Traditionalists—1945 and earlier)
  - Junioresettes
    - Consider expanding to include college-age groups and updating the name to one that is suitable for both sexes (2020-2022 Membership Committee)
  - 20-30s
    - Investigate the possibility of creating a new membership category and/or various new club models (2020-2022 Membership Committee)
  - 40+
    - Create “Encore Clubs” or encourage past members to join established clubs as “encore members”
    - Develop special membership incentives for retiring friends & associates
    - Utilize official “Club” social media accounts to promote the club and build awareness
- Customize club outreach efforts and projects
  - Create focus groups of current members and their non-member associates to ascertain information that is useful in increasing membership and community engagement

#### **Strategy:** Develop New Programs & Events to Attract Members

##### Tasks

- Launch a new national campaign for the Signature Program (7/1/20)
- Create an annual national recruitment event that can be used by every club

#### **Strategy:** Identify Strategic Targets

##### Tasks

- Engage celebrities, business leaders, government/civic leaders, and other volunteer groups in the promotion and implementation of programs
  - Appoint honorary chairmen
  - Partner in areas of common interest
  - Plan photo opportunities, ribbon-cuttings, and other celebratory events

#### **Strategy:** Create Marketing Tools for Specific Target Audiences

##### Tasks

- Modify current materials for specific groups and/or demographics
- Develop new materials to reach different audiences (Facebook/Instagram)
- Recruit via seasonal campaigns

## **Objective 2: Retain Existing Woman's, Junior Woman's, and Juniorette Clubs**

### **Strategy: Enhance Projects**

#### Tasks

- Engage clubs and individual members with an Administration-specific project for each of the seven program areas
- Select new Administration-specific projects each Administration
- Highlight club engagement with Administration-specific projects in GFWC communications

### **Strategy: Aid the Restructuring of Club Meetings**

#### Tasks

- Provide tools to club leaders for updating their current meeting structure for a better fit with the needs of members
- Encourage leaders to review club rules and procedures to introduce flexibility

### **Strategy: Foster Friendships among Members**

#### Tasks

- Design social activities that increase the mobility, talents, or interests of members
- Organize educational outings that advance the Special Programs, Community Service Programs, and/or Advancement Areas

### **Strategy: Build Connections to GFWC International**

#### Tasks

- Create benefits through the new Association Management Software (AMS)
- Encourage individual profiles in the AMS
- Update member content in the AMS at GFWC meetings, especially Regions

### **Strategy: Establish Member/Coach Programs**

#### Tasks

- Establish two member/coach programs: one for new members and one for new club leaders
- Identify coaches for each program
- Encourage participation, ensuring new members find their niche and new leaders serve effectively

## **Objective 3: Establish New Woman's, Junior Woman's, and Juniorette Clubs**

### **Strategy: Identify the Alpha**

#### Tasks

- Establish State Membership Task Forces and provide guidelines for their work (GFWC 2020-2022 Membership Committee)
- Identify GFWC club deserts that are possible locations for new clubs
- Explore collaboration with collegiate groups with similar advocacy focus

### **Strategy: Create New Club Models**

#### Tasks

- Customize materials for a subject-specific club model, such as an environmental club
- Customize materials for a group-specific club model, such as an office club

**Strategy:** Create Transition Clubs

Tasks

- Engage with past Juniorette members (post high school)
  - Provide materials and support for starting a group-specific club of past co-members
  - Start a national alumnae group
- Engage with past members who have relocated to a GFWC club desert
  - Provide materials and support for starting a new club