GFWC STRATEGIC PLAN
Approved July 2020

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 five major issues (Programs, Leadership, Membership, Financial Stability & Management, and Public Awareness) facing the Federation (not in any order of priority). It is organized with clear objective statements within each issue, strategies that support the goals, and then specific tasks for achieving each objective.
Focusing on these five main issues and the execution of the objectives and strategies will guide GFWC toward achieving its vision of providing opportunities to its members to serve their communities effectively through enrichment opportunities, the development of leadership skills, and the cultivation of lasting friendships.

**STATEMENT OF RESPONSIBILITY**

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

- The Executive Committee oversees the implementation of the Strategic Plan.
- The Strategic Planning Committee reviews and refines the Strategic Plan annually.
- 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 objectives, strategies, and tasks 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 tasks defined under the strategies of the Strategic Plan.
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
  - Juniorettes
    - 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 model (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
Goal: Financial Stability & Management

Objective 1: Develop Non-Dues-Based Revenue

Strategy: Explore new sources
Tasks
- Explore opportunities with GFWC vendors
- Secure advertisements
  - Social media
  - Website
- Consider rental space in GFWC properties
- Open Marketplace to non-members
- Research Facebook fundraising opportunities
- Obtain corporate sponsors
- Remind donors about matching gift opportunities

Strategy: Secure grants through research and writing
Tasks
- Explore grant assistance from experienced members
- Complete a cost analysis of professional grant writers

Objective 2: Maximize Effectiveness of GFWC Meetings

Strategy: Perform a Comprehensive review of all GFWC meetings
Tasks
- Define each meeting’s purpose and objective
- Differentiate Regions from GFWC Annual Convention with input from Region Presidents
- Survey full membership regarding participation in GFWC meetings and submit results to the Strategic Planning Committee

Strategy: Options to consider for the GFWC Annual Convention
Tasks
- Undertake a full revision of the Resolutions to modernize and streamline
- Build value through programs and speakers
- Include family/booster-friendly options (location or activities)
- Evaluate the role and responsibilities of the host state in planning and implementing

Strategy: Evaluate GFWC meeting calendar for long-term planning
Tasks
• Establish a special committee to conduct evaluation consisting of the Executive Committee, two Region Presidents, two (or more?) State Presidents, two State Directors of Junior Clubs, and an independent chairman
  o Offer recommendations to the Board of Directors
• Evaluate the timing of Board of Directors meetings, currently held in June & August
  o Investigate options that improve cost/time effectiveness
  o Research alternatives that support better business management
• Evaluate the Region Conferences
  o Consider if they should be held annually or biannually
  o Access alternatives for Officer attendance
• Evaluate the GFWC Annual Convention
  o Consider if it should be held annually or biennially

**Objective 3: Coordinate Long-Term Giving Programs**

**Strategy:** Push for victory in the final two years of the Campaign for the Future

**Tasks**
- Reach out to grassroots members
- Determine Capital Campaign total as of 6/30/2020; double amount to set new goal
- Continue outreach for outstanding pledge payments
- Increase transparency of the current condition and needs of GFWC properties

**Strategy:** Celebrate in June 2022

**Tasks**
- Execute a fitting tribute to the Campaign for the Future in New Orleans, as planned by the Capital Campaign Committee

**Strategy:** Establish a long-term giving program that commences with the close of the Capital Campaign

**Tasks**
- Establish a “She Gives!” as a long-term giving program for all members.
Goal: Public Awareness

Objective 1: Increase Effectiveness of Internal GFWC Communications

Strategy: Review all current GFWC communications to define purpose and objective (includes, but is not limited to, Clubwoman Magazine, News & Notes, GFWC website, Board of Directors communications, Membership Matters newsletter, and GFWC social media)

Tasks
- Establish a subcommittee with members from the Executive Committee, CPR Committee, and staff to make recommendations to the full Executive Committee
- Review the Standing Rules and make recommendations to the Board of Directors
- Conduct a financial assessment of each communication medium
- Review/expand use of social media for promotion of events, programs, and other purposes.

Strategy: Review and update the GFWC Stylebook

Tasks
- Establish a committee consisting of the President, President-elect, Chairman of the Communications and Public Relations Committee, and the Communications Director to make recommendations to the full Executive Committee
- Provide information and define the use of tagline, emblem, and logo(s)
- Promotion of the revised Stylebook carried out by the Communications and Public Relations Committee

Strategy: Identify new modes of communication

Tasks
- Research, update, and identify new platforms
- Define administrator protocols, to be housed at GFWC Headquarters, that aid in transition

Strategy: Provide technical training to members

Tasks
- Offer training through the Association Management System (AMS) platform
- Develop and provide workshops

Objective 2: Develop GFWC Communications for External Audiences

Strategy: Develop a marketing plan

Tasks
- Identify members with marketing experience to form a committee
  - Ensure Regional diversity
  - Seek recommendations from State Presidents
• Make an appeal in News & Notes
• Present the plan to the Executive Committee at the 2021 August Board of Directors Meeting
  • Propose funding needs and how they will be raised
  • Target an audience for each aspect of the plan
  • Assign responsibility for each aspect of the plan
  • Determine how each aspect of the plan will be implemented
• Promote the GFWC Annual Convention and its community service project
  • Secure Airport/hotel signage in the host city of the convention
  • Identify additional promotional opportunities in the area

**Strategy:** Raise visibility through program connections

**Tasks**
- Identify potential allies through the Signature Program
- Maximize international opportunities, such as the United Nations

**Strategy:** Maximize general advocacy efforts

**Tasks**
- Utilize the Legislative Action Center to engage members on civic issues
- Initiate direct advocacy outreach, undertaken by the President & Chief of Operations
- Train the Executive Committee, Board of Directors, and general membership in civic engagement strategies with government officials
- Identify opportunities for membership to engage as a unified body