

STRATEGIC PLANNING COMMITTEE REPORT FEBRUARY 2007 UPDATE

The Way Ahead – A Road Map for the Future of Woman’s City Club

How can we make the club's work more effective? How well are we implementing the goals and objectives of the Club set forth in our mission statement and more detailed statements of values and guiding principles? How can we increase the efficacy of the organization through partnerships and collaboration? What unique role does WCC play in our city? What is the nature of our impact? In 2006, the Board of Trustees adopted a strategic plan in response to these questions.

A Strategic Planning Committee drafted the Club’s strategic plan for the next 10 years as we approach our 100th year. The committee includes Nancy Walters, Susan Schultz, Erika Jay, Joy Haupt, Marge Davis, Jeanne Nightingale, Linda Fabe, and Sarah Gideonse. This committee has revisited the plan to identify progress and reassess priorities against what can in fact be accomplished in the shorter and longer terms; it presents its recommendations below. The committee has agreed to conduct regular assessments of progress and to recommend any modifications that appear warranted.

The plan is divided into four sections, each focusing on a key issue vital for the future of Woman’s City Club:

- 1) Administration and Operations: Improvement of the organizational structure**
- 2) Building Partnerships & Programs: Increase diversity in the Club and effectiveness in the community**
- 3) Membership Development and Membership Involvement**
- 4) Improvement of the club’s visibility in the community: Marketing, Fundraising, and PR**

To provide a fresh vision for current and potential members and to remind ourselves of the key values that guide our work, we created a “tag line” for the organization:

“Women working together to make a difference in the city”

Please note that the new columns “Benchmarks for Implementation” and “Status” focus on implementation of objectives (who is responsible, how the objectives will be achieved, and within what time frame, as well as the current status of the objective.) Specific assignments are now necessary, where the Board agrees with the committees’ recommendation. We will need the collective resources of the club to complete and fully implement the strategic plan we have outlined here.

Highlights of Recommendations for Action in the short term

1. The functions of some major position in the Club are ambiguous or out-of-date. Some positions are unfilled. Some roles are not being fully carried out or are not carried out at all. Strategic Planning Committee recommends as priorities:
 - **Revision of job descriptions.** Sarah and Nancy will undertake and complete by May 1, 2007. [Administration and Operations, II]
 - **Concentrated attention to membership involvement and retention: Appointment of Member Involvement and Retention Coordinator** (highest priority) to lead implementation of strategies [see Membership Development & Involvement, II]
 - **Concentrated attention to marketing and publicity: Appointment/training of full time Publicity Chair** to carry out objectives under Marketing and Public Relations
 - **Increase involvement and effectiveness of Board members: Vice President for administration will conduct yearly board training on board responsibilities and Club policies and procedures. Nominating Committee will provide potential board members with a job description and give attention to identifying potential board members with skills Club requires.**
 - **Completion of all appointments no later than Sept 1 of each year.**
2. The Vice President (s) for Civic Action will continue to coordinate the work of existing action groups and add action groups as interest emerges.
3. The Vice President for Programs will work with board and membership in developing programming consistent with WCC mission, core values and guiding principles, and statement of identity.
4. The strategic planning committee volunteers to monitor progress on carrying out the strategic plan, by collecting information and reporting it to the board in January and May. The Board will review and approve yearly objectives with assigned responsibilities and timelines at the annual board retreat.

WOMAN'S CITY CLUB STRATEGIC PLAN
OBJECTIVES, GOALS, STRATEGIES, AND BENCHMARKS FOR IMPLEMENTATION
 Updated February 2007

1. ADMINISTRATION & OPERATIONS			
Objectives	Strategies	Benchmarks for Implementation	√Status 2006-2007
<p>I. To carry out the work of WCC consistent with the mission of the club and a with commitment to continuous improvement</p> <ul style="list-style-type: none"> • Set goals and priorities • Establish consistent process for setting policies • Develop plans • Conduct evaluations 	<ul style="list-style-type: none"> • Clarify WCC's role in the community • Identify unique niche • Adopt process and schedule for obtaining board approval of yearly objectives with assigned responsibilities and time lines. • Establish a reporting and evaluation procedure with schedule and topics to assure continuous improvement. • Review procedures for establishing and "storing" policies and revise as necessary. • Recommend any necessary revisions in existing policies. 	<ul style="list-style-type: none"> • Vice presidents for Civic Action will submit reports for Board approval by early fall 2007. • Strategic Planning Committee recommends that planning be completed and approved at the Board retreat each June. Planning will include a membership meeting prior to the retreat that generates membership ideas for programming and other activities. • Strategic Planning Committee recommends it take the leadership in gathering data on progress and specific challenges related to each objective twice a year (May and January). Officers and committee chairs will prepare a report for <i>Annual Report</i> by May 1 of each year prior to the Annual Membership meeting following a prescribed outline to be proposed by the SPC by April 1, 2007. • Procedures in place by May 1, 2007; review of policies gaps and training annually on policies during annual Board retreats. • Recording secretary will extract policies passed after each board meeting and forward to 	<p>√ Two documents approved by Board of Trustees in 2006:</p> <p>"Core Values and Guiding Principles"</p> <p>"Statement of Identity"</p> <p>These will appear in the revised WCC website. (See Addendum)</p>
<p>I. To carry out the work of WCC consistent with the mission of the club and a with commitment to</p>	<ul style="list-style-type: none"> • Clarify WCC's role in the community • Identify unique niche 	<ul style="list-style-type: none"> • Vice presidents for Civic Action will submit reports for Board approval by early fall 2007. 	<p>√ Two documents approved by³Board of Trustees in 2006:</p>

<p>II. To make a broader and more effective use of WCC volunteers and improve Club effectiveness</p> <ul style="list-style-type: none"> • Board members • Committee work • Programs • Membership at large 	<ul style="list-style-type: none"> • WCC will adopt a revised organizational structure with job descriptions by June 2007 to improve the operation of the Board, the Club and volunteers. 	<ul style="list-style-type: none"> • By May 1, 2007, Sarah Gideonse and Nancy Walters will draft job descriptions for officers, board members, against the following criteria: <ul style="list-style-type: none"> - Are jobs do-able? - Is role useful? - Are functions necessary? - Are there clear lines of authority? • Board will establish the expectation that a recent incumbent mentors the new incumbent by May 2007 when new Board takes office. • By Nov. 1, 2007, new Nominating Committee will update methods for recruiting board members providing job descriptions, and seeking people with skills/ interests in taking leadership positions and attending to the Club's goal of diversity. • Reduce de facto and actual resignations of board members. • Fill all identified jobs, including board and nominating committee by Sept 1 of each year. <p>Lower priority:</p> <ul style="list-style-type: none"> • Review existing procedures and research best practices on Board operation. • Develop Board leadership development process for moving people into key Board roles. 	<p>√ Statements of purpose for each of the working committees and administrative positions have been compiled. These will appear on revised WCC website. (See Addendum)</p> <p>√ Drafting of job descriptions has begun.</p>
---	--	--	--

2. PARTNERSHIP BUILDING & PROGRAM DEVELOPMENT			
Objectives	Strategies	Benchmarks for Implementation	Status 2006-2007
I. To expand network of WCC partnerships, attracting new members from partner organizations, making a greater impact in the city, and integrating our work throughout the community.	<ul style="list-style-type: none"> • Seek opportunities to co-sponsor events with partner organizations. • Build links with partner organizations through system of liaisons. • Continue participatory leadership skills training. • Document WCC's existing co-sponsoring and collaborating organizations. • Help compile <i>Cincinnati Community Action Network Directory</i>. 	<p>Vice Presidents for Civic Action will:</p> <ul style="list-style-type: none"> • Submit a report on an annual basis in May. • Communicate all plans/events in Update and Bulletin. • The Club will communicate partnership intention and establish working dialogue with three new organizations by November, 2007. 	<p>√ List of active partnerships has been compiled and periodically revised. (See addendum)</p>
II. To strengthen and coordinate existing Action Groups and expand them as interests emerge	<ul style="list-style-type: none"> • Conduct OGSM analysis of each of the Action Groups. • Improve internal communications between Action Groups, and membership at large 		<p>√ An OGSM analysis has been done for all three Action Groups. (See Addendum)</p> <p>√ New Action Groups proposed:</p> <ul style="list-style-type: none"> • Education • Housing • Economic Justice & Monitoring of Elected Officials
III. To strengthen the operation of the Program Committee	<ul style="list-style-type: none"> • Align programs with WCC Guiding Principles and Identity Statement • Continue implementing <i>Community Conversations</i> programs • Plan programs with partner organizations 	<ul style="list-style-type: none"> • Plan two programs with partners in 2006-07 program years. • Vice President for Programs will submit report on an annual basis in May 	[needs to be completed]

3. MEMBERSHIP DEVELOPMENT & MEMBERSHIP INVOLVEMENT			
Objectives	Strategies	Benchmarks for Implementation	Status 2006-2007
I. To increase membership with particular focus on minority women and young women	<ul style="list-style-type: none"> • Ask current board and WCC members to recruit friends and family. • Ask current members to give gifts of WCC membership to young family members. • 2007: conduct outreach to local colleges, and contingent on Board approval establish a Seasongood essay contest for college women, beginning in 2008. • 2007: Continue active recruitment of minority women with outreach to women's organizations and programming attendees • Make sure that membership info is distributed at every WCC event. 	<p>Membership Committee takes responsibility for carrying out this goal.</p> <p>2006 measures:</p> <ul style="list-style-type: none"> • Add 50 new members in 2005-2006. (10 minority and 10 women under age 45) <p>2007 measures:</p> <ul style="list-style-type: none"> • Add 50 new members by January 2008 (10 minority and 10 under age 50) 	<p>2006:</p> <p>√10 women under 45 were recruited and retained in 2006. ___ new members joined in 2006 Fiscal Year; ___ rejoined for 2007 by December 2007.</p> <p>√ Membership committee has planned a strong presence at National Speaker event, asking ushers to assist with membership recruitment.</p> <p>√ Jeanne Nightingale and Nancy Walters are working with our webmaster to revise the Club's website to include information on the Club's goals, ways to join the club, and ways a member can become involved. This will be completed by April 2007.</p> <p>√ 90 free memberships at 90th birthday celebration were offered.</p>
II. To increase membership engagement and retention in the Club <ul style="list-style-type: none"> • WCC will increase the proportion of members actively involved in the Club. • WCC will increase the proportion of members who renew their membership. 	<ul style="list-style-type: none"> • Establish a method for identifying potential contributions of members (at the time of membership joining and renewal • Establish a database for capturing the information collected • Institute strategies, such as a phone tree and 	<ul style="list-style-type: none"> • The board will establish position of Member Involvement and Retention Coordinator responsible for forming a committee to implement ways to involve members and improve retention Role should be filled by May of each year. • In December of each year, Coordinator will calculate the proportion of members (include 	<p>√ The membership committee sent out an interest survey and received ___ in return. The information was entered into a spread sheet. The information was used to recruit members of committees, but the information was not fully utilized. Since the response was so incomplete, plan is to speak to members in person or on the phone.</p> <p>√ Officers and committee chairs prepared</p>

<p>II. To increase membership engagement and retention in the Club</p> <ul style="list-style-type: none"> WCC will increase the proportion of members actively involved in the Club. WCC will increase the proportion of members who renew their membership. 	<ul style="list-style-type: none"> Establish a method for identifying potential contributions of members (at the time of membership joining and renewal) Establish a database for capturing the information collected Institute strategies, such as a phone tree and buddy system, for contacting new and ongoing members to encourage their participation at events 2007: Engage members through special membership events, such as receptions and luncheons <p>Lower priority</p> <ul style="list-style-type: none"> Develop a WCC member handbook including how to get involved and consider putting on website (if feasible). Develop a member job description based on a consideration of desirable member expectations. Consider incorporating appropriate information into the directory. 	<ul style="list-style-type: none"> The board will establish position of Member Involvement and Retention Coordinator responsible for forming a committee to implement ways to involve members and improve retention Role should be filled by May of each year. In December of each year, Coordinator will calculate the proportion of members (include lifetime members) who renewed their memberships by December. Goal is _____% (To be determined by the committee.) In May of each year Member Involvement and Volunteer Coordinator will calculate the proportion of active members: <ul style="list-style-type: none"> Attending programs (see PR and Marketing Support below) Serving on civic and administrative committees and Serving in a leadership role <p>Goal is _____%</p>	<p>√ The membership committee sent out an interest survey and received ___ in return. The information was entered into a spread sheet. The information was used to recruit members of committees, but the information was not fully utilized. Since the response was so incomplete, plan is to speak to members in person or on the phone.</p> <p>√ Officers and committee chairs prepared information on how members can become involved in their activities; these were made available at tables at the Membership meeting in May 2006.</p> <p>√ A small number of new members have volunteer "buddies". There is a need to provide buddies for other newer members and to provide information on the role of buddies.</p>
--	---	---	--

4. MARKETING & PUBLIC RELATIONS			
Objectives	Strategies	Benchmarks for Implementation	Status 2006-2007
<p>I. To increase attendance at activities and programs for the club</p> <ul style="list-style-type: none"> WCC will increase program attendance by 20 percent, or 10 people per small program or 400 per large program 	<ul style="list-style-type: none"> Update database and code members, friends, and decision-makers Send notices of programs to stakeholders and members 30 days and 2 weeks in advance of programs Notify news organizations of upcoming events, news angles, and potential interviews Create a program brochure and distribute to community groups and churches Track attendance and collect evaluations of each program, collect sign-in sheet and names/contact info for programs Design and implement a marketing and publicity program that targets relevant people for each major program 	<p>President will appoint a full-time publicity chair by May 2007 and provide training as necessary</p> <ul style="list-style-type: none"> Attendance at salons and small programs of up to 30 people [salons are usually limited to fewer] Attendance at national speaker of 800 to 1,000 people dependent on venue. Tracking of PR clips and media outlets 	<ul style="list-style-type: none"> √ A new WCC flyer was produced in 2006. √ The WCC website will be updated by April 2007.
<p>II. To communicate knowledge of WCC's resources and expertise in the city and region.</p> <p>Long term: A majority of the Greater Cincinnati community will recognize WCC for our informed progressive views on issues such as quality of education, environmental</p>	<ul style="list-style-type: none"> WCC members and action groups attend and speak at community public hearings, to represent WCC and get on the record with expertise regarding important community issues <p>Longer term:</p>	<ul style="list-style-type: none"> WCC weighs in on three or more community issues each year at community public hearings 	
<p>II. To communicate knowledge of WCC's resources and expertise in the city and region.</p>	<ul style="list-style-type: none"> WCC members and action groups attend and speak at community public hearings, to 	<ul style="list-style-type: none"> WCC weighs in on three or more community issues each year at community public hearings 	

<p>III. To enhance WCC's visibility in Greater Cincinnati</p> <ul style="list-style-type: none"> • To explore vehicles for making WCC more visible in the city. • To have a presence at City Council, School Board, and Hamilton County Commission meetings. • To develop WCC position statements on important city issues • To participate actively in Community Shares. 	<ul style="list-style-type: none"> • WCC provides members with a recognizable window sticker as a way of advertising the Club • WCC seeks out like-minded collaborators and becomes co-sponsor to other nonprofits that women care about in Greater Cincinnati <p>Longer term:</p> <ul style="list-style-type: none"> • WCC will consider developing develops a pin or bracelet for wide distribution and sells for \$2 dependent on feasibility and resources. 	<ul style="list-style-type: none"> • WCC will design and print a window sticker by June 1, 2007 and distributes to members. • WCC collaborates with at least two other non-profits, recruits new members, and collects an additional 100 database names • WCC's identity is presented through media exposure, partnerships, and programming that reaches 100,000 women in Greater Cincinnati, 	
---	--	--	--