

Greater Muskegon Woman's Club

STRATEGIC PLAN

2010-2011

Mission Statement:

Promote a high quality of life in the Greater Muskegon Community.

Vision Statement

The Greater Muskegon Woman's Club serves the community through:

- Education
- The Arts
- Service
- Community Activities
- Scholarship

These aspects are accomplished through a combination of social and philanthropic efforts and by providing an historic meeting place.

BOARD OF DIRECTORS' OBJECTIVES

The Board includes the Officers; President, Vice President, Recording Secretary, and Treasurer, along with Corresponding Secretary, one Member at Large, Immediate Past President, Consultants, Parliamentarian, and Committee Chairs; Activities, Communications, Membership, House and Grounds, Finance.

- To meet and review this strategic plan starting no later than May 1, 2011.
- To review the current goals and set new goals for a five year strategic plan.
- To implement the second one year strategic plan for 2010-2011
- Review the GMWC Bylaws to assure consistency with strategic plan goals.
- To create more cross-department events.
- To continue to implement the Structure Chart of the organization to better organize the departments and committees and define the chain of command for the organization.
- Sustain the membership of the GMWC at a minimum of 80 paying members to keep the group financially viable – 5 year goal is to have over 200 paying members in the group.
- The board will keep track of all motions made during a meeting with a spreadsheet. This will help to ensure that all items are accomplished. Any items that are not, will remain on the BOD agenda until completed.
- All Committee Chairs will be appointed by the President for the 2010/2011 no later than August 2010.
- At August Board distribute position description for Officers and Committee Chairs.
- Provide sign-up sheet for all committees at the September Tea.
- For future years, all Committee Chairs will be set by the June Installation Tea.
- An orientation meeting with Board Members and Committee Chairs will be held in June to provide all Board Members/Committee Chairs with the direction and goals of the club.
- Each Committee Chair will report to BOD on a monthly basis.
- All events to have prior approval by the BOD before event planning begins.
- Continue to implement structure of protocol for all events/fundraisers.
- Implement budgets for all fundraisers and events. Budgets must be submitted to the BOD for approval no later than 3 months prior to the event (larger events may require an earlier submission).
- A wrap-up meeting will be held after every fundraiser and event to review how the results of the event held, to determine any changes that need to be made for future events, and to determine if the event was successful – if it was not, it will be determined at that time if the event should repeat in the future. This meeting should take place within 21 days of the event.
- Each department will do at least one fundraiser and one luncheon (see list of departments under Activities in this plan).

- To create a more cohesive membership. To promote the club membership as a whole, even though there are different meeting days and times. This will be accomplished by getting all divisions involved in the strategic plan and by improving communication between all departments.
- Work with other women's organizations to find a common project together to create more bonding between the groups. The goal for 2010/2011 is to work with one group on one project.
- Continue to encourage opportunities for the General Club Membership to share their time/talent/treasure

COMMITTEE ACTION PLANS AND GOALS

All Committee Chairs present sub-committee reporting to Board

ACTIVITIES

Includes all Departments: Evening, American Home, Music & Art, Literature & Drama, Hospitality/Callers/Greeters, and Service/Philanthropy

- Evening Department
 - Continue the activities that have been successful in the past including: Gingerbread House, Green Eggs & Ham Breakfast, Fall Fashion Show
 - Continue with monthly meetings
 - Increase Gingerbread event length from one day to three days
 - Host one General Club Luncheon (Oct)
- American Home Department
 - Hold a meeting bi-monthly at the club
 - To have at least 8 members in the department
 - Post a new recipe in each club newsletter
 - Host one General Club Luncheon (March)
 - Host one event for the community in January and seek publicity
 - Explore all aspects of modern homemaking
 - To charge a small participation fee for each event, to cover costs
 - To have one joint meeting with the Evening Department
 - To have an end of the year picnic and invite new members to join

- Music & Art
 - Meets second Wednesday of the month – September – November & April – June
 - Feature an area artist – music, theatre, fine art, culinary, sculpture, hand crafts, etc. – at each meeting
 - Award Study Grants of no less than \$200 to area young people involved in the arts. These recipients will attend the May meeting to share their talents with the group
 - Hold an October card party to raise funds for the study grants
 - Work to feature more area businesses that support the local artists at the meetings
 - Work with the General Club Membership to encourage more philanthropic efforts in the arts locally
 - Host one General Club Luncheon (May)

- Literature and Drama (currently vacant)
 - Reinstitute organization

- Hospitality/Callers/Greeters
 - Continue to communicate with membership for RSVP. The goal is to get a better response from the membership – making sure we have an accurate count for each event/activity.
 - Continue with the option of incorporating some RSVP via email.

- Service/Philanthropy
 - Continue with monthly donation collection

COMMUNICATIONS

Includes Website, Newsletter, Publicity, Historian and Genealogy/Archiving

- Website
 - Increase the number of member web links on the site to make the site self-supporting.
 - Create ideas for the site to be used more by the membership.
 - Increase the number of hits per week by 50% - currently receiving about 19 per week.
 - Update entry information on a continual basis

- Newsletter
 - Continue with an on-line version of the monthly publication
 - Mentor training for future Editor/printing
 - Increase email list of members to save money on postage and printing
 - Increase to a monthly publication.

- Historian
 - To construct a Club History Book by March 2011
 - Continue documentation of annual club activities through scrapbooking
- Publicity
 - Post all events on the Chamber website & Hackley Library website, as well as any other available websites
 - Place publicity request form on the website for club committees completion and return
 - Send all press releases 4 weeks prior to the event.
 - Include M-Tech 106.1 Rock and Soul on all community event press releases.
 - Continue implementation of requirement of all publicity forms to be submitted to the publicity committee 6 weeks prior to the event.
- Genealogy/Archiving
 - Activate organization

HOUSE & GROUNDS

Includes Rental, Interior Maintenance, Exterior Maintenance, Women of Achievement Hall of Fame and History/Vision Museum

- Rental
 - Develop a brochure and set up an advertising plan for the rental of the club – will work with Communications for advertising
 - Review and update Rental Agreement
 - Provide a central calendar of rentals for computer access
 - Encourage and mentor assistance with a minimum of one additional club member.
- Interior Maintenance
 - Continue to maintain the supplies for the club
 - Oversee any necessary repairs, maintenance and conduct inventory
- Exterior Maintenance
 - Continue to oversee the landscaping of the building
 - Maintain the appearance of the club sign
- Women of Achievement Hall of Fame and History/Vision Project
 - Continue to maintain and promote the use and viewing of the Hall of Fame to the Muskegon Community and continue to develop future Vision Projects for GMWC
 - Encourage all other organizations that have honored women for a special reason to prepare a plaque with their names and display these at GMWC

- Establish the Muskegon County Women's Historical/Vision Museum to be dedicated in March 2011, accompanied with the development of history books, each telling the story of Muskegon County and GMWC women who have performed significant acts for the community. The GMWC will be responsible for the development of the Club history book. Women of Accomplishment recipients are to form a committee to develop the Muskegon County history book.

MEMBERSHIP

- Conduct a membership drive to increase membership to 80 members by the end of this fiscal year.
- Assign and encourage member mentorship to new members
- Report membership updates to Board
- Create an area on the website providing information about how to join the club – including an on-line application.
- Send annual invoices to the members
- Encourage membership renewal and retention.
- Have a representative from the membership committee available at all events – making it possible for new member to sign up for membership at the event – to receive application with dues payment
- Review the member application – revising where necessary.
- Recruit members for the membership committee – goal is to have a committee of 4 people.
- Investigate becoming part of the community welcome wagon.

FINANCE

Includes the Ways & Means, Insurance & Taxes, Budget, Strategic Planning, and Major Gifts and Bequests

- Strategic Planning
 - Create a 5 year plan starting with the 2011/2012 year
 - Begin work on the 5 year plan in March of 2011
 - Plan the Spring Fling for 2010
- Insurance & Taxes
 - Get the insurance for the club to 80% of value.
 - Evaluate insurance on contents, fixtures, and antiques.
 - Evaluate Board insurance.
 - Digitally film and itemize contents of club for insurance purposes.
 - Reduce our tax burden / investigate obsolete building tax.

- Ways & Means Committee
 - Investigate and pursue grants for historic buildings
 - Pursue fundraisers in town for non-profits
 - Pursue the Muskegon Community foundation's " Match Day"
 - Improve use and structure of Ways and Means forms, giving more lead time to secure sufficient sponsorships and time for advertisements (see timelines)
 - Set up a bequest program with the foundation, for donors to be able to give to the maintenance of the building in their wills
 - Continue with our fundraisers that have been successful in the past and pursue new ideas for future fundraising
 - Submit all activities to board for approval along with a budget for the event – to be submitted no later than 3 months prior to the event.
 - Submit all budget deviations that exceed \$100 to the board for re-approval.
 - All events will have a follow-up report – provided by the Chair with gathered information from all committee members within 7 days of the event. All functions of the event: planning, execution and any follow up needed, such as final accounting information needed or thank you notes) will be managed within the committee. The Chair will provide this final report to the Ways and Means committee within 21 days of the event date for a final reporting to Board.
 - Research timing and fundraising ability of all fundraising events/activities to make sure we are not competing with other area organizations on the same date and create a plan as to how more funds can be generated with the club's events.
 - Investigate a holiday event with Santa for children in need (The club used to hold these for the children's home).
 - Investigate new events/fundraisers including: a princess tea party, a doll dressing contest, and continue with the main fundraisers of the Fall Fashion Show and Spring Fling Dance with entire membership support.
 - Coordinate events with the museum and other organizations to enhance advantage of exposure.
 - Investigate opportunities to collaborate events with the other women's groups in the area for the community.

- Budget
 - Restructure treasurer's report to a format that visualizes the full fiscal year with cash flows.
 - Need to be at 80 members for budget, at the full membership rate, which is currently at 64
 - Present annual balanced budget
 - Continue with support/assistance, as needed

- Major Gifts and Bequests

- As received

Special Committees

- Capital Campaign Committee
 - Reorganize capital campaign structure, confirm Cabinet and committee members
 - Provide two main fundraising events for 2010-2011
 - Continue Silent Pre-Campaign Phase
 - Determine when to begin Public Phase of Capital Campaign
 - Make monthly progress reports to the board