

# MWC Strategic Planning

## Proposed Primary Focus Areas & Goals for Quarters 2-4 of 2019

### ***Focus Area: Organizational Structure***

***Goal 1: Create a staff and volunteer structure to appropriately support and standardize operations of the organization at the national and chapter levels.*** (DD, ED, VA)

- Carolyn Moor will review/evaluate all volunteer and staffing needs and make recommendation to MWC BOD for structural/staffing changes (DD, ED, BOD)
- MWC Board of Directors will form and provide leadership along with MWC staff to the following committees
  - Program Committee
  - Fund Development Committee
  - Marketing/Outreach Committee
- MWC BOD will establish salaries for a core staff by research, agreement and an offer for full time status to Carolyn Moor as Development and PR Director. MWC BOD will research, agreement and offer Sheryl Root (VA) a full time status for Operations Manager position, from former position as Administrative Assistant (BOD)
- MWC BOD will utilize a temporary, special committee to recruit for and secure a part time Executive Director or other such administrative staff as determined by the BOD to work collaboratively with Carolyn Moor as Development and PR Director (BOD)
- MWC staff and BOD will collaborate to create an operations manual for BOD and staff to ensure MWC has clear, documented policies/procedures/protocols and job descriptions in place at both the chapter and national level (DD, ED, OM, VA, LAB, BOD)
- MWC Treasurer will recommend and implement protocols/procedures for chapter/national financial accounting/reporting (ED, Tammy O'Hara)
- MWC Board will access and/or provide professional development/educational opportunities to MWC executive level staff at least once per year (DD, ED, OM)

***Goal 2: Build/Expand the Board of Directors*** (BOD, DD, ED)

- The BOD will evaluate the needs of the board and will recruit members that bring the identified and necessary skills/resources to the team in order to build capacity
- All MWC Board members will lead and/or serve on MWC Board committees and will recruit and secure committee members from outside of the MWC Board to provide hands-on, committee support
- MWC Board and/or ED will secure outside consultant(s) to provide direct training to MWC Board of Directors within third quarter of 2019 ( BOD, DD, ED, OM, VA, + Experts brought in)

## ***Focus Area 2: Build Sustainability***

### ***Goal 1: Utilize the proposed Board committee structure to build the capacity of MWC***

- Program Development Committee
  - Develop and implement a tactical plan to provide direction/support for program and chapter growth
  - Provide training and support to MWC Chapter leaders on a scheduled basis (ED, BOD, + other experts, \*New Hope for Kids facility for free in Orlando)
  - Explore opportunities for face-to-face interactions among leaders and members as well as online learning
  - Provide an annual leadership interactive event
  - Formalize and launch the Leadership Advisory Group to provide input to staff and MWC leadership regarding areas of program need, program growth, etc.
  
- Fund Development Committee
  - Develop and implement a tactical plan to increase funding to MWC inclusive of membership and chapter fees and funds raised through annual appeal, grants, major gifts and special events (BOD, DD, ED)
  - Formalize, launch and expand the volunteer Ambassador and Advisory Councils among targeted chapters as a pilot partnership program (BOD, DD, ED, OM, VA)
  - Secure funding for MWC staff expansion (BOD, DD, ED)
  - Identify prospects and pursue strategic partnerships/corporate sponsorships at the national and chapter levels necessary to support program and chapter expansion (DD, ED, BOD, Hank Varnell, Tammy Ebright)
  - Work cooperatively with Program Committee to establish a budget, develop a sponsorship program, sell such sponsorships and secure all funds necessary to fully self-fund the Widows Empowerment Weekend (WEW) 2020 (DD, ED, OM, AC, AmC, BOD, Accountant)
  
- Marketing/Outreach Committee
  - Develop and implement a tactical plan to maximize outreach and impact of MWC inclusive of data analytics, strategic use of social media and website, outreach materials, speaking opportunities, video news media, widow to widow outreach, etc. to promote MWC at both the national and chapter levels (DD, ED, OM, BOD, AmC)
  
  - Provide quarterly communication with all national and local donors via e-news, MWC website, social media, formal/written communication, etc. to build a greater connection and a longer-term commitment to MWC (DD, ED, OM, VA)

- Utilize strategically targeted outreach initiatives to showcase MWC programs/services, membership benefits, volunteer and giving opportunities (DD, ED, OM, VA)

***Goal 2: Evaluate the membership structure and formulate a tactical plan to increase general membership, promote chapter growth and increase overall participation in and connection to MWC*** (DD, ED, OM, VA, LAB, AC)

- Increase individual membership by XX% (ED, OM, VA, LAB, AC)
- Maximize use of the MWC website as a strategic tool for communication between national and local chapters and with individual members (ED, OM, VA)
- Review options and determine the best tools/technologies to create and manage a database for tracking membership, fees, member communication, etc. (ED, OM, VA)
- Provide data regarding membership inquiries, etc. to chapter leaders for prospect follow-up (ED, OM, VA)

Legend:

ED- Executive Director, currently Carolyn Moor

DD- Development Director

BOD- Board of Directors

VA- Virtual Assistant, currently Sheryl Root

OM- Operations Manager

LAB- Leadership Advisory Board

AC- Advisory Council

AmC- Ambassador Council (new concept)

Gina Strasser- Advisory Council Member w/ special emphasis on nonprofit management

Terri Haston- Advisory Council Member w/ special emphasis on fundraising development

Hank Varnell- BOD Chair w/ special emphasis on corporate partnerships

Tammy O'Hara - BOD Treasurer

Jen Johnson- BOD Secretary

Tammy Ebright- BOD Co-Chair

Accountant- Nin Yap

Other Experts- Need to be identified