

# The Woman's Club

## 2018-2023 Strategic Plan

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Plan created in 2017-2018 with support provided by The Spark Mill.

# INTRODUCTION

The strategic plan was researched and developed by a strategic planning team composed of staff and board members. The team met monthly from September 2017 to March 2018 to identify and capture current and future environmental, programmatic, and operational opportunities and challenges. The team also collected input from members, staff, and board members to assist in shaping the final plan.

## **Key research findings**

We need to stay relevant in a changing world by:

- Balancing long-term member needs with new member expectations
- Honoring our tradition and history while embracing changing social norms
- Building and maintaining a sustainable pipeline of future club members and leaders

At a retreat in January 2018, final areas of focus were confirmed and expanded upon by the Board of Directors. Through this strategic planning process it became evident this plan did not call for a dramatic shift in direction; rather it is a plan of modernization that guides us toward long-term sustainability by becoming a data driven, technologically savvy club. The future of The Woman's Club lies in reducing the appearance of a secret society.

The organization used the services of The Spark Mill, a Richmond, VA based Strategic Planning firm to facilitate the process. Consultants from The Spark Mill collected additional information from the following areas as part of the information-gathering portion of the planning process:

- Individual interviews
- Three focus groups
- Monthly Strategic Planning Team Meetings
- Half-day board retreat
- Partial-day staff retreat
- Internal review of procedures and data

\*The Spark Mill used the membership study completed by Lisa Freeman as a primary informational resource.

# VISION

*Women of Richmond will have access to education and friendships that transcend trends and times.*

# MISSION

*The Woman's Club, based in the heart of Richmond, Virginia, educates, inspires, and engages today's women through exposure to new ideas and new people.*

# MAJOR GOAL AREAS

Main objective/Primary Goal: Ensure the relevance and viability of TWC for future generations of Greater Richmond women.

We need to maintain our base and grow to the future by:

- Striving for a more inclusive membership
- Creating more diverse opportunities
- Improving use of TWC assets
- Ensuring the future of the Bolling Haxall House

## **Who**

Membership: INSTITUTE STRATEGIC AND INTENTIONAL MEMBERSHIP RETENTION AND RECRUITMENT TO ENSURE LONG-TERM VIABILITY.

## **What**

Our Reputation: REDEFINE OUR BRAND TO INCREASE PUBLIC PERCEPTION OF OUR VALUE AND MEET THE NEEDS OF OUR DIVERSE MEMBERSHIP.

## **How**

Our content and offerings: ENSURE TWC HAS, AND CAN MAINTAIN, EXCEPTIONAL PROGRAMS THAT ARE RELEVANT AND INTERESTING TO CURRENT AND PROSPECTIVE MEMBERSHIP.

Our Profile: INCREASE OUR PRESENCE IN THE COMMUNITY THROUGH CHAMPIONING EDUCATION FOR WOMEN.

Our Business: STRENGTHEN OUR INTERNAL OPERATIONS AND COMMUNICATIONS TO MAXIMIZE EFFICIENCY AND EFFECTIVENESS.

## **MEMBER-CENTERED: CURRENT & FUTURE**

1. Institute strategic and intentional membership recruitment and retention to ensure long-term viability.
  - 1.1. Devise a targeted recruitment plan and pipeline for prospective members
  - 1.2. Revise the membership application process to remove barriers and increase member-focused stewardship
  - 1.3. Expand current membership engagement opportunities by transforming the internal volunteering process
  - 1.4. Adhere to volunteer management best practices

## **STRENGTHEN OUR BRAND**

2. Redefine our brand to increase public perception of our value and meet the needs of our diverse membership.
  - 2.1. Craft new messaging: both public and member-oriented to communicate our value
  - 2.2. Initiate a more robust public persona for the organization through new and revised marketing and communication
  - 2.3. Create a new web presence that communicates the mission of the organization
  - 2.4. Redesign the look and deployment strategy for electronic communications

## **EXCEPTIONAL MEMBER-ORIENTED PROGRAMS**

3. Ensure The Woman's Club has, and can maintain, exceptional programs that are relevant and interesting to current and prospective membership.
  - 3.1. Ensure program times align with needs and desires of a variety of members by testing new opportunities for additional programs and collecting feedback
  - 3.2. Create a plan to regularly evaluate program offerings against membership preferences
  - 3.3. Convene a committee of members whose life stage makes current program times inaccessible and have them explore strategies for additional programs
  - 3.4. Embrace technology that enhances program value and experience

## **SUPPORT THE EDUCATION OF ALL WOMEN**

4. Increase our presence in the community through championing education for women.
  - 4.1. Grow funding for, and awareness of, the scholarship program through increased funding and community celebration
  - 4.2. Investigate partnership opportunities to showcase our organization
  - 4.3. Increase our public support for the education of women

## **STRONG FOUNDATION**

5. Strengthen our internal operations and communications to maximize efficiency and effectiveness.
  - 5.1. Evaluate internal operations and structure for efficiency, consistency, and capitalization of individual strengths
  - 5.2. Transition process-oriented tasks and communications to professional staff
  - 5.3. Become a data-rich organization that collects information and uses it to drive decision making
  - 5.4. Ensure budget is aligned with mission, vision, and strategic plan
  - 5.5. Continue to explore the relationship between the Bolling Haxall House Foundation and The Woman's Club for efficiency and furtherance of the mission of both organizations

# IMPLEMENTATION

*Membership Centered; Board driven; Staff executed*

Goals: Board vote

Strategies: Board action

Tactics: Staff (Separate plan to be developed by Spark Mill and staff to develop the tactics for achieving the goals)

# STRATEGIC PLANNING TEAM

Margaret Lundvall  
Susan Brewer  
Susan Boisseau  
Catherine Whitman  
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Marjorie Grier  
Lisa Harrison  
Marlene Jones

Jill Hoover  
Joanie Robins  
Diane Beirne  
Cathy Tullidge

Sarah Milston, The Spark Mill  
Courtney Layman, The Spark Mill

# BOARD

## **OFFICERS**

Joanie Robins  
Margaret Lundvall  
Susan Boisseau  
Susan Stevens  
Nancy Bruni

Ruth Blevins  
Jill Hoover  
Elisabeth Wollan  
Muff Nolde  
Marlene Jones

Foundation Chair: Catherine Whitham

## **AT-LARGE**

Frazier Armstrong  
Martha Frickert  
Elizabeth Ware  
Katharine Watson  
Jane Jenkins

Elizabeth Wyeth  
Marjorie Grier  
Jane Hamilton

# STAFF

Diane Beirne  
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Karen Huennekens  
Kyle Poulin