



University Women's Club of Montreal Inc.

Club des Femmes Universitaires de Montréal Inc.

STRATEGIC PLAN 2018- 2021

February 7, 2018

Gratitude to members of the Board who have contributed to this strategic Plan

Ayoub, Nicki (Treasurer)

Bander, Elaine (Program Chair)

Button, Susan (Membership Chair)

Jensen, Donna (Newsletter)

McTavish, Judith (Publicity Chair)

Ramundo, Nadia (Vice- President)

Ritchie, Judith (Secretary)

Rudy, Annette (Interest Group Chair)

Savary, Saôde (President)

Sharpe, Earlyn (Social Media Chair)

INTRODUCTION

UWCM strategic plan provides the framework for future actions, ensuring that we continue to dynamize our members in supporting access to quality education for girls and women. This strategic plan was developed after addressing UWCM strategic issues, results of Google analytics report, review of partners/competitors list, coach house survey report of 2017 and results of a SWOT analysis. This plan will evolve as outcomes of its operationalization are evaluated, and as the needs of our members and our community change.

OUR MISSION

Our mission is to harness the expertise, the competence and knowledge of all UWCM members in order to promote:

“Social interaction, social responsibility and growth of women in all areas of life”

- ✚ *Social interaction* - Through local, national and international networks, we foster the development of friendships and collaboration between women eager to share experiences and interests.
- ✚ *Social responsibility* - Through links with CFUW and GWI, we advocate locally, nationally and internationally for a gender-equal society where women and girls enjoy economic empowerment through the pursuit of, and access to, quality education.
- ✚ *Growth* - Through our belief in the importance of lifelong education, we enable our members to develop and use their expertise to become agents of change by influencing policies that improve the status of women and girls in all areas of life.

OUR VALUES and BELIEFS

- ✚ We value our members and we foster mutual understanding, caring and friendship.
- ✚ We believe in policies that are gender responsive and based on the full respect of human rights.
- ✚ We believe that access to an education of quality and life-long learning are the basis for empowering girls and women around the world.
- ✚ We believe in an inclusive and gender-equal society, where people who are vulnerable are empowered and enjoy a violence-free environment that allows them to achieve their full potential and build a better future.
- ✚ We value interactions that are based on ethical principles such as those described in CFW Code of Ethical Behaviour.

OUR VISION

- ✚ In a context of collegial friendship and social interaction, UWCM will be among the most active advocates for a gender-equal society and for the rights of girls and women to an education of quality and life-long learning.

«Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world». Joel A. Barker

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. People: Members from diverse professional backgrounds. 2. Expertise, dedication and commitment of Board and Members. 3. Reputation and credibility: Proud history since 1927. 4. Reputation and credibility: improved communications through Newsletter, Bilingual Website and FaceBook. 5. Leadership: well positioned locally, CFUW + GWI Partnership. 6. Organizational structure: Coach House as Club House. 7. Organizational structure: Stable endowment funds. 8. Organizational structure: Variety in interest groups. 9. Organizational structure: AC reciprocal benefits – access to other clubs; AC social membership benefits – use of dining room; benefits from other clubs: YWCA, London. 10. Organizational reach: Increasing advocacy initiatives. 11. Strategic advantage: Unique mission for clubs in Montreal. 12. Good monthly dinner programme with interesting speakers. 	<p>Organizational gaps:</p> <ol style="list-style-type: none"> 1. Insufficient numbers of active members. 2. Member directory not up to date. 3. Clarify membership fee value proposition. 4. Insufficient visibility in community. 5. Lack of evaluation of Club performance in relation to objectives. <p>Sustainability gaps:</p> <ol style="list-style-type: none"> 1. Lack of interest of members to join the Board. 2. Lack of younger members. 3. Low capacity for action due to lack of human resources.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Mentoring of non-members. 2. Creating one-time events (educational, wellness). 3. Capitalize on diverse member backgrounds. 4. Attracting members from French market. 5. Adding value to membership. 6. Marketing through Website and social media. 7. Increase visibility and attracting new members. 8. Maintain newcomers onboarding strategies. 9. Collaboration with similar groups. 10. Collaboration with travel agency to organize group travel. 	<ol style="list-style-type: none"> 1. Aging membership profile. 2. Decline in club culture in society in general. 3. Competition for members recruited by other organizations. 4. Cliques within club, difficult to break in. 5. Coach House lease renewal.

COMPETITIVE ADVANTAGES

We are the only private University Women club in Montreal, with unique focus on promoting education for girls and women locally and offering a Club house with wireless internet to all members.

GOAL for 2018-2021

- ✚ To assure the sustainability of the Club by increasing membership and implementing activities that enhance UWCM image and boost the value perception of UWCM membership among a population of professional women.

PRIORITIES for 2018-2021

1. Recruitment strategy that will reflect UWCM diversity and value perception
2. Members satisfaction and involvement in club activities
3. Marketing and promotion of the UWCM.
4. Maintaining a healthy budget
5. Implementing an evaluation framework for UWCM activities

OBJECTIVES

Membership

1. To increase by 8% annually the size of membership in a way that better reflects Montreal linguistic and racial diversity.
2. To offer value added activities that meet members needs for social interaction and long- life learning in order to keep attrition at less than 4% annually and increase member overall satisfaction at over 90%.
3. To reinforce systematic strategies to inform members about progress of advocacy activities and Club affairs.

Marketing

- 1- To develop relationships with at least 3 French/English written and visual media per year.
- 2- To introduce at least 5 new activities per year that will increase by 10% the number of viewers /likes on the website and on FaceBook.
- 3- To collaborate with 5 organizations per year in order to leverage lack of resources and increase UWCM visibility in advocacy projects.
- 4- To continue promoting Club activities during dinner, by newsletter, Facebook and word of mouth.

Budget

1. To support sound budget forecasting by doing cost analysis of each activity.
2. To use quarterly evaluation results to feed budget planning.

Evaluation

- 1- To identify expected outcomes and key performance indicators for each activity offered to members.
- 2- To develop tools for normative and process evaluation

UWCM SCORE CARD



MEMBERSHIP MANAGEMENT

- 1-Engage, grow and diversify membership
- 2- Increase retention
- 3- Increase members' satisfaction



FINANCIAL STABILITY

- 1- Cash Flow
- 2- Operating income
- 3- Activities planning
- 4- Club House lease renewal



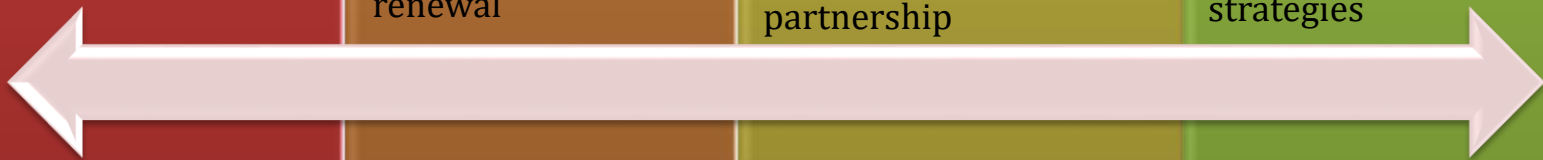
OPERATIONAL PROCESSES

- 1- Services to members
- 2- Resources (\$,HR)
- 3- Activities monitoring
- 4- Communication (internal/external)
- 5- Collaboration/ partnership



EVALUATION

- 1- Activities processes, outcomes & impacts
- 2-Capacity to innovate and adapt to change
- 3- New services to members and new strategies



ACCOUNTABILITY

- UWCM is committed to objective and continuous internal assessment as means to improve the effectiveness of its operations and activities' outcomes.
- We strengthen our accountability by conducting internal quality audits, continuous evaluation of activities, member satisfaction survey, feedback from members and partners, external financial audits and by seeking advice from former UWCM presidents.

YEARLY OBJECTIVES

Objectives for 2018	Objectives for 2019	Objectives for 2020	Objectives for 2021
To increase by 8% annually the size of membership in a way that better reflects Montreal linguistic and racial diversity.	To increase by 8% annually the size of membership in a way that better reflects Montreal linguistic and racial diversity.	To increase by 8% annually the size of membership in a way that better reflects Montreal linguistic and racial diversity.	To increase by 8% annually the size of membership in a way that better reflects Montreal linguistic and racial diversity.
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To use quarterly evaluation results to feed budget planning	To use quarterly evaluation results to feed budget planning	To use quarterly evaluation results to feed budget planning	To use quarterly evaluation results to feed budget planning
	To support sound budget forecasting by doing cost analysis of each activity	To support sound budget forecasting by doing cost analysis of each activity	To support sound budget forecasting by doing cost analysis of each activity
To develop tools for formative and summative evaluation.	To apply tools for formative and summative evaluation.	To apply/review tools for formative and summative evaluation.	To apply/review tools for formative and summative evaluation.
To identify expected outcomes and key performance indicators for each activity offered to members.	To revise expected outcomes and key performance indicators for each activity offered to members.	To revise expected outcomes and key performance indicators for each activity offered to members.	To revise expected outcomes and key performance indicators for each activity offered to members.