

AAUW CA Strategic Plan 2012-2014

Vision Statement: Sustain AAUW CA as a statewide voice for women and girls in California

Goal I: Increase membership in CA AAUW through recruitment and retention

Objectives	Action Items	Responsible Committee	Completion Date	Progress/Review
A. Promote user-friendly programs to help branches recruit members for a total net membership increase of 500.	1. Show branches how they can use AAUW state programs and projects (i.e. Tech Trek, Speech Trek, Financial Literacy), via <i>CA Perspective</i> , B2B, website and leadership training.	Membership, Program, Financial Literacy, Tech Trek, Speech Trek, Communications, Leadership	June 2014	Gained 362 new members (2012-13), 1152 (2013-14); B2B articles; update of website section.
	2. Diversity representative will conduct an informal survey of selected branches to solicit ways of recruiting younger members.	Membership	June 2013	Completed March 2013
	3. Develop a plan to increase the number of younger and diverse members. Communicate that plan to branch leaders and include it as part of statewide leadership training.	Membership, Leadership, Diversity and C/U, Branch Support	Jan 2014	Dec 2013; workshop at convention, leadership trainings
	4. Provide a list of CA National members to all branches for potential branch and state recruitment.	Membership, Branch Support (IBCs)	Ongoing	Messages sent; 7 branches requested the lists.
		Membership	June 2014	Outreach to join AAUW CA and attach membership form.
	5. Encourage branch collaboration with civic community groups to increase programmatic efforts and greater visibility, and provide tools for recruitment.	Membership, Program, C/U Relations	June 2014	List of collaborators provided; promoted IBC collaborations.
	6. Promote the utilization of Site Resources and social media to increase visibility and recruitment.	Membership, Branch Support (IBCs)	June 2014	Ongoing
	7. Educate and promote the use of various AAUW membership campaigns. Challenge branches to recruit at least three new members	Membership, Branch Support	Ongoing	77.6% of branches recruited 3 or more new members; 27.8% of branches gained free memberships through the Shape the Future campaign

	8. Facilitate easier access to national membership resources such as <i>Leader Essentials</i> by linking the site on the state website;, i.e. the Nine Leadership Essentials for Membership VPs	Membership, Communications	Oct 2013	Sept/Oct, 2013 completed
	9. Give AAUW membership to speakers in lieu of honorariums.	Membership, Branch Support	June 2014	Ongoing promotion
	10. Develop a convention workshop on programming that appeals to younger women.	Program	April 2014	Convention workshop given
B. Promote user-friendly programs to assist branches in maintaining a membership retention rate of 90%	1. Identify and target support for struggling branches and provide them with practical intervention techniques to maintain viability, i.e alternative branch governance models. State recognition of significant branch anniversaries and 50-year honorary life members.	Leadership, Branch Support, Membership	June 2014	Retention, 88% 2012-14; facilitated branch satellites and disbandments; convention 2014 recognition of significant anniversaries
	2. Promote the value of AAUW National and State membership to the branches. Reinforce the importance and successes of the AAUW mission via programs, collaborations with likeminded groups and public policy initiatives.	Membership, Program, Public Policy	June 2014	Ongoing; convention workshops and through various coimunication vehicles.
	3. Develop a “tips and tools guide” to assist branches with keeping members engaged and communicate these strategies to branch leadership via website, B2B, <i>Perspective</i> , and leadership training.	Membership, Leadership, Program, Branch Support	Jan 2014	Dec. 2013; Retention workshop at convention
	4. Encourage branches to engage on a regular basis with C.U partners and facilitate annual renewal.	C/U Relations, Branch Support, Membership	June 2014	Ongoing
C. Promote user-friendly programs to increase CA C/U partners from 68 to 100	1. Provide a “how-to” manual for branches to engage with e-student affiliates on or off campus and distribute to branch leadership.	C/U Relations	March 2013	Completed Aug 2013; "Off the Shelf, Out of the Box" updated on website
	2. Initiate a state and branch recruitment campaign for new C/U partners.	C/U Relations	Dec 2013	81 current C/U partners; 12 more being recruited
	3. Encourage branches to appoint C/U Liaisons with defined responsibilities.	C/U Relations, Membership	June 2014	56 branch members serve as chairs currently.
	4. Encourage branch interaction with NCCWSL students	C/U Relations, Membership	June 2014	B2B articles to invite NCCWSL students to branch events.

Goal II: Promote AAUW programs that support equity for women and girls and advance the mission of AAUW

Objectives	Action Items	Responsible Committee	Completion Date	Progress/Review
A. 20 branches will participate in Speech Trek	1. Contact past participating Speech Trek branches, advertise in Perspective, B2B, admin. pack, YouTube.	Speech Trek	January (annually)	21 branches participating in 2014
	2. Provide DVDs of past finalists to branches	Speech Trek	June annually	Completed, June 2013; May 2014; posted to Website in June 2014
	3. Provide IBCs the Speech Trek Program through past speakers/ winners.	Speech Trek	January (annually)	History and list of winners posted 1/14
B. Create Tech Trek Capacity Building Task Force guidelines	1. Appoint task force	President/Tech Trek	July 2013	Appointed Oct 2012
	2. Task force presents report to BOD	Tech Trek Capacity Building Task Force	July 2013	Postponed until new State Project Oversight committee finishes its review
C. Financial Literacy: Start Smart will have 10 workshops each in northern and southern CA.	1. Our two WAGE trained State Coordinators are working to schedule workshops with branches.	Financial Literacy	July 2013	Held 14 workshops in 2012-13 and 40 in 2013-14
D. Financial Literacy: Money Trek Project will be redesigned so that branches can use it as a "program in a box" and conduct workshops themselves.	1. Create PowerPoint programs with guidelines for presenters and post them on our website.	Financial Literacy, Electronic Communications	Jan 2013	Completed
	2. Create Workbook for use with program.	Financial Literacy	Feb 2013	Completed
	3. Apply for Community Action Grant to help fund workshops for branches.	Financial Literacy	Jan 2014	Completed, Jan. 15, 2014

	4. Make recommendation to the board on whether the Money Trek project name can/should be copyrighted.	Financial Literacy, B	June 2013	Recommendation to keep Money Trek name, but not copyright the name.
E. 15 Branches will submit for Mission-based Branch Program Recognition.	1. Contact Branch Presidents & VP-Programs who are doing "mission-based" programs to submit for Branch Program Recognition.	Program	March 2013 March 2014	13 branches applied 16 branches applied
	2. Educate branches on "mission-based" programs via B2B, Perspective, and Leader-On-Loan, quiz-show.	Program	Ongoing	completed throughout the year
	3. Create "What's An AAUW Mission-Based Program" Quiz Show for use throughout the state.	Program	March 2013	Completed Dec 2012
	4. Create "Outstanding Branch Program of the Month" for website.	Program	March 2013	posted monthly on state website
	5. Re-evaluate branch recognition and Incentive program	Program	Aug 2013	Completed
	6. Develop a template to assist branches in evaluating their programs in the early stages of planning to assess how well the plans fit AAUW's mission.	Program	Jan 2014	Completed Oct 2013
F. Convention Preparation	1. Contact agencies for speakers	Program	Sep-Dec 2013	Completed Oct 2013
	2. Revise convention workshop Requests for Proposals (RFPs)	Program	Oct 2013	Completed Sept 2013
	3. Select RFP review committee.	Program	Nov 2013	Completed Oct 2013

Goal III: Provide leadership development and branch support that enables branches and the state to further the mission of AAUW

Objectives	Action Items	Responsible Committee	Completion Date	Progress/Review
A. Develop a leadership and branch support strategy.	1. Develop Survey	Leadership, Branch Support, Membership	Sept 2012	Completed Sept 2012
	2. Send survey to all Branch Past Presidents, copy Branch Liaisons.	Leadership	Sept 2012	Completed Sept 2012
	3. Coordinate collection of surveys with Branch Liaisons and Branch Support Board Director.	Leadership	Sept-Oct 2012	Completed Dec 2012
	4. Share completed surveys with Board Directors, Membership, Program and Leadership Development Team.	Leadership	Sept-Oct 2012	Completed Dec 2012
	5. Compile results of survey.	Leadership	Oct-Nov 2012	Completed Jan 2013
B. Present Training for branch boards based upon feedback from survey	1. Develop template for Branch Board training days across the state.	Leadership	March 2014	Completed March 2014; Outlines and PPTs developed for 3 core topics
	2. Schedule 10 branch board training days across state.	Leadership, Branch Support, BOD	March (annually)	2013:9 scheduled 2014: 12 scheduled
	3. Training materials for presidents, boards, leadership, finance, AAUW Funds, program, C/U partnerships, and membership written and available.	Leadership, BOD	April 2014	All written and available
	4. Present branch board training days.	Leadership, Branch Support, BOD	May-Oct (annually)	2013: 9 trainings held, (May-July); 2014:12 scheduled, (May-Aug)
	5. Evaluate branch board training days and plan for future.	Leadership	Oct-Nov.annually	2013: 4 trainings evaluated with summary; 2014: all trainings to be evaluated within 2 weeks and summary prepared.
	6. Recruit leaders for branch board training days.	Leadership, Branch Support, BOD	April 2014	List of speakers for 3 core topics developed;additions as available.
C. Present minimum of 15 Leader-on-Loan programs in 2012-13 and 25 in 2013-14.	1. Advertise program through website, B2B, Branch Liaisons and BOD	Leader-on-Loan, Branch Support, Communications	Ongoing	Completed

	2. Develop written information and forms, post on website.	Leader-on-Loan	Jan 2013	Completed revised forms Aug 2013
	3. Develop group of 30 qualified speakers in 2012-13.	Leader-on-Loan	June 2013	Created list of 31 speakers (2013)
	4. Fully utilize at least 20 leader-on-loan speakers in 2013-14.	Leader-on-Loan	June 2014	Utilized 17 speakers
	5. Process speaker requests, schedule speakers, and manage communication to assure that events meet branch/IBC and speaker expectations. Continually evaluate process and adjust to improve outcomes.	Leader-on-Loan	Ongoing	Received 21 requests, scheduled 17, received feedback from 7 (2012-13)
	6. Develop procedures manual.	Leader-on-Loan	Dec 2013	Outline completed
D. Provide support for at-risk Branches	1. Identify branches through surveys, Branch Liaisons, BOD.	Leadership, Branch Support	Ongoing	Identified 12 branches in 2012-13
	2. Leadership Corps assigned to work with 11 currently identified branches.	Leadership Corps, Branch Support	Jan 2013	Completed
	3. Leadership Corps will contact branches, give appropriate assistance, report back to BOD.	Leadership Corps, Branch Support	April 2013	Completed
	4. Identification and support efforts continue.	Branch Support, Membership	June 2014	Ongoing
E. Recruit and develop state leaders.	1. Develop strategy to identify and recruit members to serve on state committees and the state board.		Ongoing	TBD
	2. Present strategy plan to appropriate committees and the board for implementation.	President, BOD, Elections Cmte	Ongoing	TBD
	3. Create a call for appointments for next year's committees and position appointments.	President	Jan (annually)	Completed Jan 2013 Completed March 2014
	4. Actively engage Branch Liaisons and state leaders in recruiting members to submit applications for appointments, and include recruitment of state leaders in branch board leadership days.	Leadership, Branch Support, BOD	June (annually)	Ongoing; actively seeking candidates for 2014-15

Goal IV: Increase our philanthropic efforts to support the AAUW Funds that provide funds for our many programs for women and girls.

Objectives	Action Items	Responsible Committee	Completion Date	Progress/Review
A. Annually increase contributions to AAUW Funds, including all categories, by 2% from 2011. (From \$491,275 to \$501,100.50 in 2012 and to \$600,000 in 2013)	1. Encourage CA branches to donate to CA designated funds as well as to AAUW Funds. Articles in B2B, <i>CA Perspective</i> , website to explain the different funds covered by AAUW Funds (EO, LAF, Public Policy, Leadership and Eleanor Roosevelt).	Funds, Public Policy	Dec (annually) or as soon as final year figures are given by national office	2012 actual: \$580,999.97 2013 actual: \$521,088.13 * Note: While overall was down, individual contributions increased over 2012.
	2. Educate branches about all Funds	Funds	Ongoing	Ongoing
B. Introduce members to Fellowship and Grant recipients in CA	1. Have Funds luncheons regionally in California to introduce members to Fellowship and Grant recipients. Expand luncheon locations based on location of Fellowship and Grant recipients.	Funds	Jan (annually)	5 luncheons in 2012-13; 4 in 2013-14
	2. Schedule AAUW Funds recipient to speak at branches and IBCs	Funds	Ongoing	2012-13: 40 made presentations; 33 in 2013-14
	3. Develop information about California AAUW Funds recipients and post on website.	Funds	Ongoing	Ongoing
C. Increase the number of CA students attending NCCWSL from 21 to 25 in 2013, and to 50 students in 2014.	1. Inform members about NCCWSL and benefits to students attending through articles in <i>CA Perspective</i> , in B2B, on Website and other sources.	Funds, C/U Relations	June (annually)	44 CA students attended NCCWSL in 2013; 55 attended in 2014
	2. Encourage C/U partners to send students to NCCWSL.	C/U Relations	March-April (annually)	Mar-Apr 2013-14 Ongoing
D. 100% participation of the BOD in giving to AAUW Funds	1. Encourage board members to donate.	Board	Dec (annually)	2012: 97% 2013 :98%

E. Hold LAF Spring events in North and South with at least 20 branches represented at each and attendance of at least 75 at each.	1. Identify and schedule LAF speakers.	Leader on Loan coordinator	Ongoing	LAF lunch, Feb2013; 50 attendees, 12 branches represented; 14 branches had LAF or Title IX speakers in 2013-14.
	2. Advertise events in all state communications.	Funds	Dec thru event date (annually)	Ongoing
F. Encourage branches to have separate LAF luncheons	1. Articles in <i>CA Perspective</i> , B2B	Funds	June (annually)	Several branches had LAF speakers in 2012-13; 14 Title IX events in 2014

Goal V: Advocate for legislation and policies that promote educational and economic equity for all women and girls.

Objectives	Action Items	Responsible Committee	Completion Date	Progress/Review
A. Advocate for/against legislation on which AAUW CA has taken a position	1. Conduct member survey of public policy priorities with 10% response rate.	Public Policy	Dec 2012	Survey done, response rate 4%
	2. Identify, take positions, and monitor legislation in California consistent with AAUW CA public policy priorities.	Public Policy	March (annually) and ongoing through Oct 2014	Completed March 2013; Ongoing for 2013-14
	3. Use Action Alerts and social media to encourage members to communicate with legislators/governor	Public Policy	Ongoing	Ongoing
B. Implement "It's My Voice -- I Will Be Heard" in at least 30 branches		Public Policy	11/6/2012	50 branches participated
C. Prepare a report on the initiative process in California.	1. Compile branch reports on the CA initiative process into a single state report, including recommendations.	Public Policy	March 2013	Completed April 2013
D. Observe Pay Equity Day (PED) in April across the state, with at least 15 branches holding PED programs and 70 branches highlighting PED in their newsletters (2013-14).	1. Use all forms of state communication to highlight and encourage Pay Equity Day programming possibilities for branches in their communities. Provide program-in-a-box and other tools to branches.	Public Policy, Program, Branch Support	April (annually)	Ongoing; Dec 2013 sent pay equity info package to branches in preparation for April 2014 events
E. Evaluate potential of studying Title IX Compliance in CA. If feasible, sponsor related legislation.	1. Committee determines feasibility of legislation, process, and timeframe, keeping board informed of progress.	Public Policy	Jan 2014	Board approved sponsoring or co-sponsoring Title IX Compliance Legislation

	2. If board approves, work with lobbyist to identify legislator to carry bill, draft language, and develop legislative strategy.	Public Policy	Feb 2014	AAUW to co-sponsor with Sen. Hanna-Beth Jackson
F. Supply information on issues and other public policy matters to branches	1. Provide a minimum of 7 articles to branches.	Public Policy	Sept 2013-June 2014	Completed in May 2014
	2. Expand and clarify the definition of Title IX to include all areas of education, not just sports, for equal access and funding.	Program	Throughout the year	Ongoing education;convention workshop, April 2014
G. Evaluate options for involvement in November 2014 Elections.	1. Determine whether to offer convention workshop on branch involvement in public policy.	Public Policy	Nov 1, 2013	RFP submitted; convention workshop
	2. Determine how to engage branches in voter registration and/or other community organizing activities.	Public Policy	April 2014	TBD at July Leadership Meeting
	3. Study qualifying initiatives and determine AAUW CA positions	Public Policy	July 2014	TBD after June 2014 qualifying deadline

Goal VI: Develop organizational and fiscal strategies and policies in order to provide responsible stewardship of the resources of AAUW CA

Objectives	Action Items	Responsible Committee	Completion Date	Progress/Review
A. Revise state bylaws	1. Use 2009 model state bylaws as template to develop a draft, adding in mandatory amendments from national AAUW since that time. This model uses the format and structure common to all AAUW bylaws, which will provide a more logical flow and make it easier to find things.	Administrative, Bylaws	Jan 2013	Completed Oct 2012
	2. Research California Code requirements to determine what language needs to be in the bylaws, and what can be moved to policy, with the goal of making the bylaws less dense, and using the policy to spell out the details.		Oct 2012	Completed Oct 2012
		Administrative, Bylaws	Jan 2013	Completed Jan 2013
B. Revise state policies and procedures with revised bylaws	1. Joint Admin/Bylaws Committee uses the draft revised bylaws and information about what can be moved to policy to develop an outline of an improved policy structure at an in-person meeting during the January BOD meeting weekend.	Administrative, Bylaws	Jan 2013	Completed Jan 2013
	2. Develop a draft Policy and Procedures based on that outline, working through improvements by email or telephone conference calls (if needed) to present a final draft for BOD approval at the April BOD meeting.	Administrative, Bylaws	April 2013	Completed April 2013
	3. Identify policy sections needing additions or amendment and draft proposed amendments for BOD approval.	Governance	Oct 2013	28 policy sections amended in 2012-14
	4. Continue to review and recommend policy amendments and additions, filling in missing procedural details as new committees get established and are better defined, and adapting policy to the evolving committee structure to serve the membership as effectively and efficiently as possible.	Governance	Ongoing	Completed and submitted to the BOD

C. 100% of branches will have incorporated mandated bylaws revisions	1. Identify straggler branches and establish contact. Work with the branch liaison committee to support them in updating bylaws and identifying other governance issues.	Bylaws	Dec 2012	Completed Oct 2012
	2. Evaluate AAUW memo of new mandated bylaws amendments and make any required amendments to state bylaws.	Governance	Dec 2013	BOD approved bylaws amendment Jan 2014
	3. Revise model branch bylaws to match newly mandated bylaws amendments, and assist branches to enact any amendments required by AAUW.	Governance	March 2014	Model completed Oct 2013; 64% of branches completed as of May 18, 2014
	4. Create a repository of current branch governing documents (bylaws, policies/procedures, and standing rules) on the state website and ensure AAUW office has copies of all current branch and state bylaws.	Governance, Communications	April 2014	New web page should be operational in May 2014
D. Create a balanced budget that reflects the organization's goals and objectives	1. Outgoing board passes a preliminary budget, based on realistic expectations of revenue/expenditures.	Finance	June (annually)	Completed June 2013; ongoing
	2. Review financial procedures	Finance, Ex Com, Governance	July (annually)	Completed July 2013; ongoing
	3. Committees submit budget requests to the finance committee, which are funded in the budget according to the priorities established in the goals/objectives in the strategic plan.	All Committees	August (annually)	Completed 2012 and 2013
	4. Revised budget, with finance committee's recommendations on committee requests, is presented to the BOD for review and approval.	Finance	Oct BOD mtg (annually)	Completed Oct 2012; ongoing
	5. The long-term income needs of the organization are assessed and a plan for providing adequate resources for the needs of the organization is created and implemented.	BOD	Annual review done every year	Completed at Jan 2014 BOD meeting
	6. After careful review of the annual audit report, the finance committee will summarize the report to the board and make any recommendations for procedural changes.	Finance	Within one month of receipt of audit report (annually)	Completed July 2013; ongoing

	7. Mid-year review of the budget to ensure spending remains within expected revenues and continues to reflect priorities based on goals/objectives.	Finance, BOD	Jan (annually)	Completed Jan 2013 and again Jan 2014
	8. Establish mileage and per diem reimbursement rates.	Finance	April (annually)	Completed April 2013; ongoing
	9. Have 2,000 members unsubscribe from print/mailed copies of <i>CA Perspective</i> .	Communications	June 2014	1775 as of May 2014
E. Nominations and Elections Committee will identify and present a slate of candidates with appropriate skill sets	1. Announce positions open for election and nominations rules in Fall <i>Perspective</i> .	Nom/Elections	Aug (annually)	Completed Aug 2012, Aug 2013
	2. Provide job descriptions of open positions on the candidate's page of the state website.	Nom/Elections	Oct (annually)	Completed Oct 2012; ongoing
	3. Have committee representatives from across the state contact IBC and branch leaders for recommendations of highly qualified prospective state leaders.	Nom/Elections, Branch Support, BOD	Sept-Nov (annually)	Completed 2012; ongoing
	4. Committee members personally identify and contact prospective state leaders to encourage them to submit candidacy application by the deadline.	Nom/Elections	Sept-Nov (annually)	Completed 2012; ongoing
F. Have 20% or more, of members participate in AAUW CA elections	1. Use all state communications vehicles to encourage voting.	Nom/Elections, Branch Support, BOD	Feb-April (annually)	Completed; 20.8% voted
	2. Suggest to branches and IBCs how to increase voter participation, such as voting parties	Nom/Elections, Branch Support, BOD	Feb-April (annually)	Completed 2013-14; implemented a full marketing plan
G. Standardize implementation of Tech Trek policies and procedures across all camps.	1. Review Tech Trek policies.	State Projects Oversight	Oct 2013	Completed

	2. Review TT camp budgets	State Projects Oversight	Oct 2013	Completed
	3. Review potential insurance and liability issues.	State Projects Oversight	Feb 2014	Solution to issue regarding inventory/tracking capital equipment to be recommended during 2014-15 year.
	4. Develop recommendations for standardization.	State Projects Oversight	Feb. 2014	Motion for July BOD
H. Establish policies and procedures for Speech Trek	1. Review current Speech Trek material.	State Projects Oversight	Feb 2014	Motion for July BOD
	2. Review Speech Trek budget.	State Projects Oversight	Feb 2014	Motion for July BOD
	3. Develop policies and procedures for Speech Trek	State Projects Oversight	March 2014	Motion for July BOD
I. Develop strategies for Money Trek	1. Review Money Trek materials and information.	State Projects Oversight	March 2014	TBD for July BOD
	2. Present recommendations to BOD regarding Money Trek	State Projects Oversight	March 2014	Motion for July BOD
	3. If warranted, develop policies and procedures for Money Trek.	State Projects Oversight	March 2014	TBD by 2014-15 BOD