**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

CELEBRATE.COLLABORATE.COMMUNICATE.

**GFWC New Mexic0**

**LONG-RANGE PLAN/ *Approved by the Board of Directors, February 8, 2025***

**GFWC Mission**

The General Federation of Women’s Clubs is an international women’s organization dedicated to community improvement by enhancing the lives of others through volunteer service.

**GFWC New Mexico Objective**

The GFWC New Mexico objective is to unite women’s clubs throughout New Mexico for charitable purposes to accomplish the GFWC mission; to promote and raise funds for charitable activities, address social issues, and provide ways and means for solutions under the Federation umbrella.

**Summary**

The Long-Range Plan supports and advances the mission statement. It is a working document to guide and strengthen the activities of GFWC New Mexico. Goals and strategies are designed to enable the organization to plan effectively for the future. The GFWC New Mexico Long-Range Plan mirrors the GFWC Strategic Plan to ensure the state is in sync with GFWC.

The Long-Rang Plan identifies five major issues facing the federation: 1) Membership, (2) Leadership, (3) Public Awareness, (4) Programs, and (5) Financial Stability.

The GFWC New Mexico Long-Range Planning Committee (comprised of the New Mexico State Executive Board and Corresponding Secretary) is responsible for long-range planning.

Focusing on these five main issues and the achievement of the goals and objectives will guide GFWC New Mexico toward realizing its vision of providing opportunities to its members to serve their communities effectively through organized activities, develop leadership skills, participate in continued learning and enrichment, and cultivate lasting friendships.

**Responsibility**

* The Executive Board oversees the implementation of the Long-Range Plan.
* The Long-Range Planning Committee annually reviews and update the Long-Range Plan.
* The Board of Directors approves the Long-Range Plan and participates in its implementation.
* District Presidents disseminate information relevant to the achievement of the Long-Range Plan.
* GFWC New Mexico State Chairs and State Committee Members work to achieve the goals, objectives, and strategies relevant to their program areas.
* State chairmen and committee members design activities and materials to accomplish the goals, objectives, and strategies pertaining to their area of responsibility.
* Clubs use the materials and attend club, district, and state meetings to further the goals and objectives of GFWC and GFWC New Mexico.

SMART Goals: Specific, Measurable, Achievable, Realistic, Timebound



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**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

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**LEADERSHIP**

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| **Category: Leadership** RP: GFWC NM Executive Board |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Develop leadership path and job descriptions that are clear and informative. | A. Provide a strong foundation for leadership growth and success. To align potential leaders to future roles using talents and skills.B. Provide clarity to members on responsibilities and expectations.  | 1. Review and update job descriptions and duties of each leadership position. Refer to pages 34-36 in the NM Handbook | 1.Each NM Board member forward job descriptions to Nominating Committee with copies to current Board Members. Complete prior to end of current administration.  |
| 2. NM Board Members identify, and list skills needed for leadership candidates. | 1. NM Board works with Club Presidents to identify two potential new leaders by first calendar year of Administration.  |
| B. Create and implement a leadership training program to expand knowledge of GFWC with all members. | B. Increase Club and GFWC knowledge with all members. Identify and develop members who show leadership potential /desire. | 1. Introduce members to the Digital Library and the wealth of information available. Focus on leadership and training ideas. | 1. Present the Digital Library contents at State Convention.2. Identify, create, and incorporate 1 to 3 leadership sessions to be presented at the State Convention. |
| 2. Encourage at least one leadership program per year at Club level. Encourage Clubs to invite a State Officer to present. | 2. State officers will make time available to do a leadership presentation at Club meetings to complete during each calendar year. |
| C. Develop mentor program to connect existing leaders with new members. | C. Engage new members early and get them involved in activities and functions. Educate all members on history, mission, and vision of GFWC. | 1. Increase knowledge of new members utilizing a well-prepared orientation session.
 | 1. Hold a break-out session at NM State Convention 2024 to create GFWC orientation session content and make available for all clubs to use. |
| 1. Challenge diverse members to be involved in State Convention, which provides opportunities for recognition and leadership development.
 | 2. NM Board identifies opportunities to enlist individuals appropriate for this strategy 30 days prior to convention. |
|  |  | 3. Focus on increasing attendees at District and/or State Conventions. | 3. Encourage Clubs to provide scholarship opportunities to attend State conventions. Write article for State newsletter to encourage this support. |
|  |  | 4. Utilize LEADS Candidate regularly to enlist members who show interest and/or potential in being a future LEADS candidate. | 4. Identify and connect with two potential members by the end of this administration.  |

 SMART Goals: Specific, Measurable, Achievable, Realistic, Timebound



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**LEADERSHIP**

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| **Category: Leadership.** RP: GFWC NM Executive Board |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| D. Develop a Leadership Succession Plan | D. Provide a succession plan for potential leaders.  | 5. Identify a mentor for each incoming officer.  | 1. Match an incoming officer with a past officer who has served in the positon. RP: GFWC NM Executive Board |

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**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

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**MEMBERSHIP**

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| **Category: Membership** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Strengthen and Increase Membership and/or Clubs. | A. Inform and Educate Members. | 1. Promote the value of Unity in Diversity as it pertains to creating stronger groups, improving communications, and understanding peers. | 1. Increase diversity of thinking and perspective.2. Promote tools for strengthening membership through diversity.RP: GFWC NM Executive Board, District, & Club Officers |
|  | B. Encourage more involvement of members. | 1. Increase member awareness of the entire organization. | 1. Identify with the GFWC brand.* State, district, and club officers should wear identifying pins, shirts, etc.
* Promote the use of “GFWC” before Club names and “GFWC NM” before District names.
* Provide training on navigating the GFWC website and its numerous resources available to members.
* Encourage all members to send information regarding club activities and members to the state Facebook page and website as well as the GFWC CPR outlets.

RP: GFWC NM Executive Board, District, & Club Officers |
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 SMART Goals: Specific, Measurable, Achievable, Realistic, Timebound



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**MEMBERSHIP**

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| **Category: Membership** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Strengthen and Increase Membership and/or Clubs continued... | B. Evaluate Current Membership Levels |  | 2. State sponsors one member (first time attendee) to attend GFWC International Convention each year. State pays for registration and meals; member shall report on their experience at the State Fall Board.RP: GFWC NM Executive Board |
|  |  |  | 3. Encourage districts and clubs to sponsor one member (first time attendee) to attend the state/district convention to foster a better awareness of Federation.RP: GFWC NM District & Club Officers |
|  | C. Recruit new members | 1. Strive to diversify membership. | 1. Recruit all age groups.2. Encourage former members, retiring friends, and associates to join established clubs.* RP: GFWC NM Executive Board, District, & Club Officers
 |
|  |  | 2. Develop new programs and events to attract members. | 1. Promote GFWC Friendsgiving as GFWC’s National Recruitment Event that all clubs can use.2. Identify and promote a GFWC National, State, District, Club Day of Service Opportunity.* RP: All Members
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 SMART Goals: Specific, Measurable, Achievable, Realistic, Timebound



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**MEMBERSHIP**

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| **Category: Membership** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Strengthen and Increase Membership and/or Clubs continued... | C. Recruit new members | 3. Identify collaborators that align with GFWC/GFWC NM Vision. | 1. Engage influencers, business leaders, government/civic leaders, women’s organizations, and other volunteer groups in the promotion and implementation of programs to attract diverse, multi-generational members.RP: GFWC NM Executive Board |
|  |  | 4. Create marketing tools for specific target audiences. | 1. Implement a PR campaign across the state: local newspapers, social media, etc.RP: GFWC NM Executive Board2. Encourage clubs statewide to submit timely articles to local newspapers.RP: All Members3. Share a Unity in Diversity Series highlighting our diverse, intergenerational membership (GFWC NM Facebook, photos, newsletters) created by GFWC.RP: GFWC NM Executive Board4. Expand outreach to college age groups.RP: GFWC NM Executive Board, District, & Club Officers |
|  | D. Maintain Current Membership | 1. Foster friendship among members. | 1. Encourage social activities that increase the interests of members.RP: All Members  |

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**MEMBERSHIP**

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| **Category: Membership** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Strengthen and Increase Membership and/or Clubs continued... | D. Maintain Current Membership | 1. Foster friendship among members. | 2. Promote educational activities that advance the Special Programs, Community Service Programs, and Advancement Areas.RP: Board, District, & Club Officers; All Members |
|  |  | 2. Build connections to local, state, & national activities | 1. Identify and promote the benefits of belonging.2. Encourage members to create and update individual profiles in the GFWC member portal.3. Create training information presentations to build GFWC connections.4. Update member database to increase member direct communication.5. Ensure ease of access to information across the spectrum.* Develop and offer an online version of GFWC NM newsletter available to all members.
* Post all information on Facebook, state website, for all club functions, news, forms, instructions, and deadlines.

RP: All Members6. Ensure all members can access and utilize all state and GFWC resources located on respective websites. Training should be provided at all levels.RP: Board, District, & Club Officers |

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**MEMBERSHIP**

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| **Category: Membership** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Strengthen and Increase Membership and/or Clubs continued... | D. Maintain Current Membership | 2. Build connections to local, state, & national activities | 7. State officers should try to visit each club in their district during their term. For districts that do not have representation on the state executive committee, officers should rotate visiting.RP: GFWC NM State Officers8. District officers should try to visit each club in their district during their term. For clubs that do not have representation on the district executive committee, officers should rotate visiting.RP: GFWC NM District Officers |
|  |  | 3. Acknowledge club and individual members contributions. | 1. Create categories for club and individual member’s recognition.2. Recognize donations to a special fund, i.e., the disaster fund for HurricaneRP: GFWC NM District Officers |
|  |  | 4. Establish Member/Coach Programs | 1. Design a member/coach program for specific needs.2. Identify and recommend coaches for each program.RP: Board, District, & Club Officers; All Members |

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**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

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**Public Awareness and Communications**

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| **Category: Public Awareness and Communications** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Amplify Public Awareness and Communications | A. Increase effectiveness of internal GFWC NM communications. | 1. Review all current GFWC NM communication platforms to define purpose & objective (includes but is not limited to the website, social media) | 1. Review website for completeness, accuracy, relevance.2. Review state social media sites for relevance, promotion of events, programs, and other purposes.RP: GFWC NM Executive Bd., State Communication & Public Relations Chairman |
|  |  | 2. Promote the use of the GFWC Stylebook. | 1. Provide training to locate the Stylebook in member portal on GFWC website.2. Provide information to personalize for State, District, Club usage where appropriate.RP: State Communication & Public Relations Chairman |
|  |  | 3. Identify new modes of communication. | 1. Research, update, and identify new platforms for state communication needs.* Create and distribute State Newsletter

2. Define administrator protocols for communication channels and provide to the State President to aid in transition/succession purposes.RP: GFWC NM Executive Bd., State Communication & Public Relations Chairman |
|  | B. Develop GFWC NM Communications for external audiences. | 1. Develop a marketing/public relations plan. | 1. Promote/utilize the CPR Media toolkit found in the GFWC Resources.* Create an attractive tri-fold pamphlet to be utilized by local clubs.
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SMART Goals: Specific, Measurable, Achievable, Realistic, Timebound



**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

**LEADERSHIP**

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**Public Awareness**

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| **Category: Public Awareness and Communications** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Amplify Public Awareness and Communications | B. Develop GFWC NM Communications for external audiences. | 1. Develop a marketing/public relations plan. | * Encourage clubs to join the local Chamber of Commerce.
* Encourage clubs to utilize local media outlets for advertising and service announcements.
* Encourage clubs to purchase GFWC NM (Club) banner to display during projects or fundraisers.
* Develop a template letterhead that includes GFWC & GFWC NM logos to share with clubs/districts, etc.

RP: GFWC NM Executive Bd., State Communication & Public Relations Chairman |
|  |  | 2. Raise visibility through program connections. | 1. Take advantage of opportunities and resources available as a member of GFWC to promote visibility and identity as a volunteer organization.RP: GFWC NM Executive Bd., State Communication & Public Relations Chairman |
|  |  | 3. Maximize general advocacy efforts. | 1. Utilize the Legislative Action Center to engage more members on civic issues.2. Initiate direct advocacy outreach undertaken by GFWC International President and GFWC NM President. RP: GFWC NM Executive Bd., Legislation & Public Policy State Chairman |

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**Public Awareness and Communications**

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|  | B. Develop and expand GFWC/ GFWC NM Brand | 1. Build brand identity. | 1. Encourage the use of GFWC at every level as an identifier for the international organization, GFWC NM, GFWC (District), GFWC (Club)RP: GFWC NM Executive Bd., State Communication & Public Relations Chairman |
|  |  | 2.Design and secure branded merchandise. | 1. Market merchandise with GFWC NM Emblem.2. Promote and utilize Marketplace on GFWC Member Portal to purchase GFWC branded merchandise.RP: GFWC NM Executive Bd., State Communication & Public Relations Chairman |

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**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

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**PROGRAMS**

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| **Category: Community Service Program, Advancement Plans & Special Programs** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Offer programs to impact communities. | A. Strengthen Community Service Program, Advancement Plans, & Special Programs. | 1. Introduce new GFWC NM Officers, goals, program, and project changes. | 1. New administration summer workshops conducted in July/August.RP: GFWC NM Executive Bd. |
|  | 2. Set date for Summer Workshop after confirming with new administration calendar. RP: GFWC NM Executive Bd. |
|  |  | 2. Encourage club presidents to utilize online resources for program information and ideas. | 1. Include training at Fall Board about available online resources.RP: District Presidents, GFWC NM Executive Bd. |
|  | 2. Forward information received from GFWC Committee Chairman to all clubs in order to keep them informed about GFWC programs/projects.RP: GFWC NM Executive Bd. |
|  |  | 3. Have at least one state-wide project for all membership. | 1. Determine a state-wide project in which all membership will be encouraged to participate.RP: GFWC NM President, State Chairmen of SCPs, APs, & SPs |
|  |  |  | 2. Collect and disseminate data of impact from state-wide projects.RP: GFWC NM President |
|  | B. Convey all new administration information via a concise and up to date state handbook. | 1. Develop an up-to-date State Handbook at the beginning of each new administration. | 1. Compile GFWC and State information and forms to be included in directory and sent to State Public Relations Chair by August 1 of first year of new administration.RP: GFWC NM President |

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**PROGRAMS**

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| **Category: Community Service Program, Advancement Plans & Special Programs** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
|  | B. Convey all new administration information via a concise and up to date state handbook. | 1. Develop an up-to-date State Handbook at the beginning of each new administration. | 2. Appoint a state chairman for each state program and project by May 1 of first year of administration.RP: GFWC NM President |
|   | 3. Compile complete list of district and club officers including updated contact information by July 1 for State Handbook.RP: GFWC NM President |
|  |  |  | 4. Ensure club member lists and contact information is sent to State President by October 1RP: GFWC Club Presidents  |
|  |  |  | 5. Update and publish State Handbook by September 15.RP: GFWC NM State Public Relations and Communications Chairman |

SMART Goals: Specific, Measurable, Achievable, Realistic, Timebound



**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

**Programs**

**LEADERSHIP SUCCESSION THROUGH A STRATEGIC PLAN**

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**PROGRAMS**

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| **Category: Community Service Program, Advancement Plans & Special Programs** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Offer programs to impact communities. | A. Strengthen Community Service Program, Advancement Plans, & Special Programs. | 1. Introduce new GFWC NM Officers, goals, program, and project changes. | 1. New administration summer workshops conducted in July/August.RP: GFWC NM Executive Bd. |
|  | 2. Set date for Summer Workshop after confirming with new administration calendar. RP: GFWC NM Executive Bd. |
|  |  | 2. Encourage club presidents to utilize online resources for program information and ideas. | 1. Include training at Fall Board about available online resources.RP: District Presidents, GFWC NM Executive Bd. |
|  | 2. Forward information received from GFWC Committee Chairman to all clubs in order to keep them informed about GFWC programs/projects.RP: GFWC NM Executive Bd. |
|  |  | 3. Have at least one state-wide project for all membership. | 1. Determine a state-wide project in which all membership will be encouraged to participate.RP: GFWC NM President, State Chairmen of SCPs, APs, & SPs |
|  |  |  | 2. Collect and disseminate data of impact from state-wide projects.RP: GFWC NM President |
|  | B. Convey all new administration information via a concise and up to date state handbook. | 1. Develop an up-to-date State Handbook at the beginning of each new administration. | 1. Compile GFWC and State information and forms to be included in directory and sent to State Public Relations Chair by August 1 of first year of new administration.RP: GFWC NM President |

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**PROGRAMS**

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| **Category: Community Service Program, Advancement Plans & Special Programs** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
|  | B. Convey all new administration information via a concise and up to date state handbook. | 1. Develop an up-to-date State Handbook at the beginning of each new administration. | 2. Appoint a state chairman for each state program and project by May 1 of first year of administration.RP: GFWC NM President |
|   | 3. Compile complete list of district and club officers including updated contact information by July 1 for State Handbook.RP: GFWC NM President |
|  |  |  | 4. Ensure club member lists and contact information is sent to State President by October 1RP: GFWC Club Presidents  |
|  |  |  | 5. Update and publish State Handbook by September 15.RP: GFWC NM State Public Relations and Communications Chairman |

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**FINANCIAL STABILITY**

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| **Category: Financial Stability** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
| A. Ensure Long-term Financial Stability and Security. | A. Develop Financial Capacity and Sustainability for the Organization’s Function. | 1. Evaluate the revenue and expenditures of GFWC NM. | * Assess current dues revenue.
* Assess current non-dues revenue.
* Assess current expenditures.
* Analyze revenue v. expenditures to make recommendations for change.

RP: GFWC NM Executive Board and NM State Treasurer |
|  | B. Financial Transparency | 1. Non-dues revenue enhancement. | 1. Create communication that demonstrates the allocations of dues and/or other revenue resources.2. Make available on GFWC NM website.RP: GFWC NM Executive Board and NM State Treasurer |
|  |  | 2. Develop Non-dues Based Revenue. | 1. Explore opportunities with GFWC NM members’ business contacts.* Obtain corporate partnerships/sponsors and/or underwriting opportunities from employees/companies.
* Remind donors about matching gift opportunities from employers/companies.
 |
|  | 2. Create an Advertising packet to secure advertisements and/or fundraising opportunities.* Social media
* Website (banner advertisements)

RP: GFWC NM Executive Bd. |

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**FINANCIAL STABILITY**

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| **Category: Financial Stability** |
| **Goal** | **Objectives** | **Strategies** | **Tasks** |
|  | B. Financial Transparency | 2. Develop Non-dues Based Revenue. | Statewide Fundraising* Develop GFWC NM clothing line for sale and facilitate sale on GFWC NM website.
* Increase number GFWC NM of products for sale and facilitate sale on GFWC NM Website.

RP: GFWC NM Officers and NM State Fundraiser Chair |
|  |  | 3. Secure Grants through Research and Writing. | 1. Explore grant assistance with experienced officers and members.RP: GFWC NM Executive Board  |
|  | C. Coordinate and Develop Giving Programs. | 1. Capital Campaign | 1. Develop Capital Campaign for organization projects.2. Communicate with donors to collect outstanding pledge payments.GFWC NM Executive Bd., NM State Treasurer and NM State Fundraiser Chair |
| 2. Long-term Giving | 1. Develop and promote planned giving to GFWC NM – bequests, etc.RP: GFWC NM Executive Bd., NM State Treasurer and NM State Fundraiser Chair |

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