

## *Network Meetings – Content Description*

*April 3-4, 2019, Atlanta*

*April 9-10, 2019, Salt Lake City*

Note: Elements of this meeting outline subject to change.

### **Strategic Business Planning**

#### ***Objectives***

- Facilitate Associations participation in revising network partnership expectations — the agreements around reciprocal expectations — with a particular focus on:
  - Mission outcome measures to be carried out by all Associations
  - Priorities for resources and supports to be provided through cross-network platforms and by YWCA USA
  - Process and timeline for meeting changed expectations
  - New expectations for reporting requirements
- Review analysis of how Associations have successfully navigated business model change

#### ***Context***

The YWCA has been engaged in a strategic business planning process since summer 2018. The YWCA USA board will review a Strategic Business Plan Executive Summary at its March 2<sup>nd</sup> meeting as a major milestone in the process. The Executive Summary provides network-wide guidance by:

- Confirming the YWCA's mission and vision
- Describing the structure of mutual activities — six pillars of support — that enable Associations to advance the shared mission
- Identifying the role YWCA USA will play in advancing the six pillars of support and driving network change
- Providing guidance around implementation priorities

As with many high-level decisions such as those outlined in the Executive Summary, more detail is still needed to bring decisions to life and to set change in motion. Decisions about first implementation steps will drive significant change across the YWCA network and need to be informed by explicit input from the Associations:

- *Mission Outcome Measures.* Participants will explore a draft proposal to require Associations to select from among a menu of outcome measures. By including a limited menu and requiring participation across the intertwined elements of the YWCA mission — eliminating racism and empowering women — the network will increase its collective mission impact and enhance its national brand.
- *Priorities for Resources.* The YWCA network is inextricably linked, Associations with YWCA USA, YWCA USA with Associations, and Associations with Associations. Likewise, use of resources (time and money) must be prioritized to the highest purposes, including resources available to Associations, to YWCA USA, and for precious cross-network time. Participants will explore a draft proposal for how to leverage cross-network opportunities for shared learning and mutual support. Cross-network learning will be a primary means to advance key elements of a thriving network including operating healthy Associations, ensuring effective local governance, expanding fund development, enhancing external communications and branding, and participating in public policy and advocacy.
- *Process and Timeline.* Full adoption of changed expectations and agreements will require time. In addition to prioritizing use of resources to drive change, participants will also consider the process steps and time needed to full adoption.
- *Reporting Requirements.* Data related to key network needs is essential. Effective data reporting requires a balance between a limited number of key submissions that effectively gauge mission outcomes and Association health (with the least distraction for Associations) with a broad need for ensuring legal and brand requirements. Participants will provide input into a proposal for how reporting requirements will be adjusted.
- *Business Model Change.* A recurring theme across the YWCA over the past decade has been the need for local Associations to revamp their business models in order to remain relevant in their communities. Although the solutions for any individual Association must be specific to the local need, lessons can be learned from the successful business model changes made by sister Associations in recent years. Participants will have an opportunity to engage in a review of learning from the network that lift-up lessons learned.

Materials for these sessions around strategic business planning will be sent out in March in advance of the Network meetings.