

Network Meetings – Content Description

April 3-4, 2019, Atlanta

April 9-10, 2019, Salt Lake City

Strategic Business Planning

Introduction

Over its 160-year history, the YWCA has boldly been at the forefront of social change. In our early days, we welcomed immigrant women at Ellis Island and offered safe housing; in the early part of the last century, we created a rare space for working-class interracial contact and organizing; we fought for universal suffrage and child labor protections; and we were one of the first national institutions to integrate our programs and services.

Today we are united under one mission: to eliminate racism and empower women. And the need for our mission is greater than ever as we see the #MeToo Movement reveal the depths of gender-based harassment and violence, see overt racism come roaring back across the country, watch poor women lose access to reproductive and other health care, and recoil at extremism and violence.

The YWCA is ready to tackle these challenges as a force for social justice, joining with our allies to lead an unstoppable drive for change.

At the upcoming network meetings, we will build our vision for the world we want to create and develop the new ways we will work together to make that vision a reality.

Network Meeting Objectives

- Advance our commitment to the impact we will make in the USA by building a vision for the world we want to live in
- Learn from Associations that have gone through major changes in building sustainable and impactful organizations
- Participate in revising our expectations one from another

Context

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

- Building YWCA's 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 that will be developed with Associations.

- *Mission Outcome Measures.* Participants will explore a draft proposal clarifying the menu of outcome measures that every Association will participate in.
- *Priorities for Resources.* The YWCA network is inextricably linked, Associations with YWCA USA and Associations with Associations. Participants will provide input into a draft proposal for how to prioritize cross-network resources and learning to advance our collective effectiveness.
- *Business Model Change.* A recurring theme across YWCA over the past decade has been the need for local Associations to revamp their business models in order to remain financially solvent and relevant in their communities. We will engage in deep learning from the experiences of Associations that have successfully navigated a significant change process.

Additional materials for these sessions will be sent out in advance of the Network meetings.

Agenda

Tuesday April 9: 2:00-5:00 p.m.		
Time	Item	Description
2:00 p.m.	Welcome	Alejandra Castillo
2:30 p.m.	Agenda Review	<ul style="list-style-type: none"> ▫ Vision and Impact ▫ Examples of Success ▫ Reciprocity and YWCA USA Value-add
2:40 p.m.	Leveraging our Collective Power	<ul style="list-style-type: none"> ▫ Reciprocity and YWCA USA Value-add
3:35 p.m.	Vision Part 1	External Vision: What will change because the YWCA exists?
3:50 p.m. BREAK		
4:05 p.m.	Vision Part 2	Small Group Discussions
4:45 p.m.	Prepare for Day 2	Share Key Takeaways from Small Groups Preview of Day 2
5:00 p.m.	Close	

Wednesday, April 10: 8:30 a.m. – 4:00 p.m.		
Time	Item	Description
8:30 a.m.	Check-In	
9:00 a.m.	Building Success	Peer-to-Peer Learning: How Two Associations Remade Themselves for Success
9:45 a.m.	Workshop	Learning from Examples of Association Change
10:25 a.m. BREAK		
10:40 a.m.	From Vision to Reality	Introducing the draft Reciprocity Agreement
11:10 a.m.	Reciprocity Agreement	Small Group Discussion Providing Input into the draft Reciprocity Agreement
12:15 p.m. LUNCH		

Wednesday, April 10: 8:30 a.m. – 4:00 p.m.

Time	Item	Description
1:00 p.m.	What will this mean for my Association?	World Café
3:15 p.m.	Report Back	
3:35 p.m.	Communications and Action Steps	<p>Each person:</p> <ol style="list-style-type: none"> 1. Write: <ul style="list-style-type: none"> ▫ How will I bring this back to my staff? ▫ How will I bring this back to my board? ▫ How will we prepare as an Association for the change that will come? 2. Write: <ul style="list-style-type: none"> ▫ Two things I will do to advance an idea or change or need identified in this meeting 3. Share with table mates
3:50 p.m.	Closing Remarks	
4:00 p.m.	Close	