



Mission, Vision and Impact: Where's AAUW Going?

November 28, 2017

An Update for AAUW State Presidents and Leaders

Kimberly Churches, CEO, AAUW

AAUW Today

- Rich foundation in our history and our many accomplishments
- Committed and longstanding members
Superb staff, mission-driven
- Respected for mission, policy/advocacy, fellowships & grants, research and programs
- Flat organizational structure leads to silos and many chefs
- Perceived frequently as an “older women’s organization”
- AAUW as “Jill of all trades”
- Membership organizations changing from 20th to 21st century
 - demographic shifts
 - interests
 - philanthropy

Questions

- You're traveling on vacation and meet someone who wants to know what you do. How do you describe AAUW in 15-20 seconds?
 - Do you focus on membership model or mission?
- What are two challenges impeding our ability to achieve more impact in advancing equity?
- What's the AAUW theory of change? How are we differentiated in the equity space? Who else is out there and what do we offer that is different or better? What distinguishes AAUW?
- Together, we'll be working on a compelling vision, strategies and structure for AAUW's future. Where are our chief opportunities ahead, in your opinion?
- How can we improve our branding and communications towards greater numbers for increased engagement and impact?

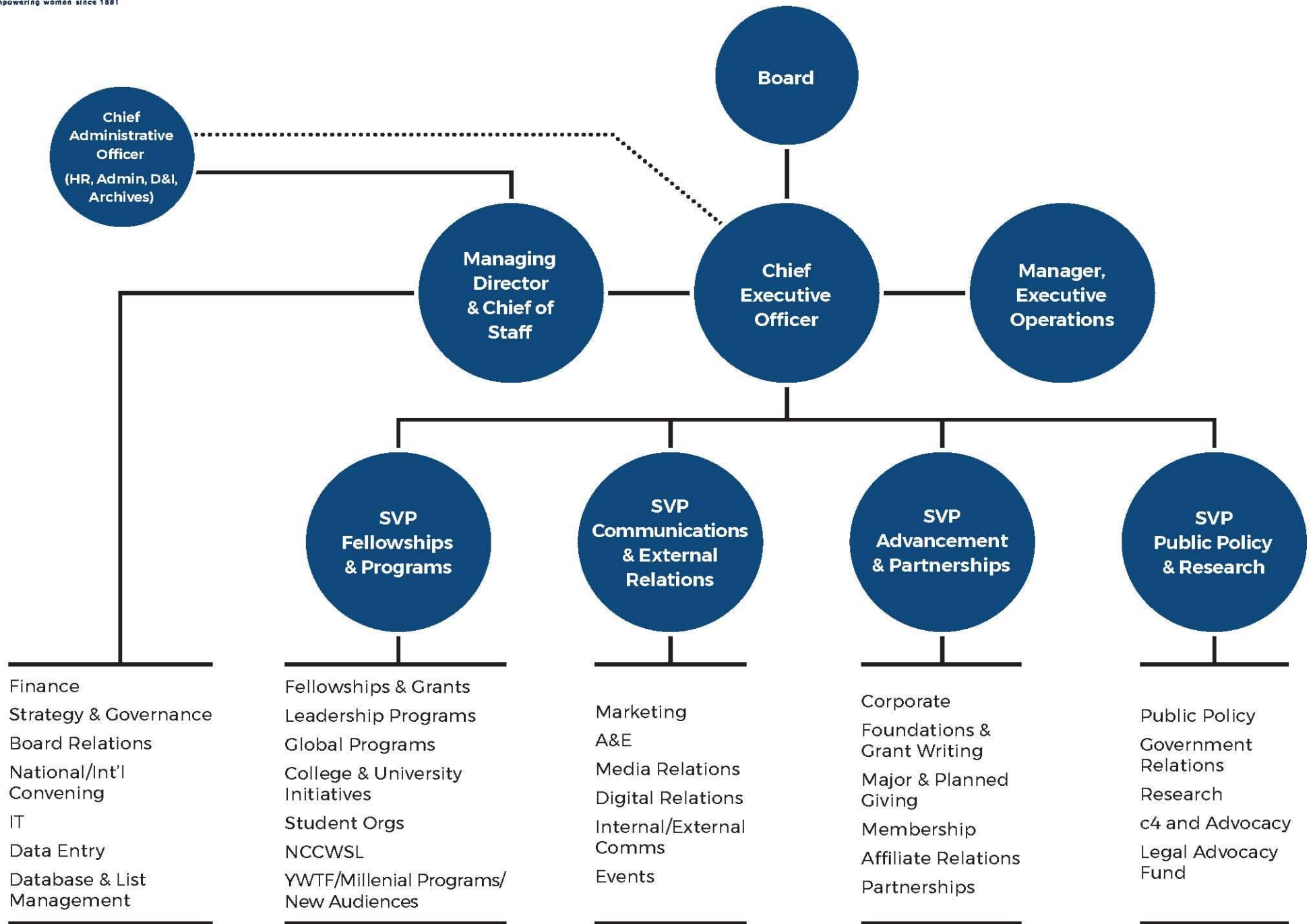
Listening Tour Recurring Messages

- “Rebellious” founders were risk-takers. Are we today?
History = asset
- Our mission matters, but we lack rigor and focus, doing too much. Impact and results?
- Membership leadership drain and branch growth needs
- Our business model is not sustainable
- Staffing silo effect
- Competitors in equity space are rising
- Need **strategy** to move our **vision** to **impact**
- Prioritize measurable impact and we’ll build audiences
- Must avoid complacency
- Branding and recognition is lacking
- Optimistic about strategic planning



AAUW National Staff Departments

- Fellowship & Grants
- Global Programs
- Legal Advocacy Fund
- Leadership Programs
 - Campus
 - STEM
 - Start Smart and Work Smart
 - NCCWSL
 - Convention
- Public Policy & Govt Relations
- Research
- Administration
- Art & Editorial
- Development
 - Corporate & Foundation
 - Major & Planned Giving
 - Membership
- Executive
- Finance
- HR
- IT
- Marketing & Communications



AAUW PRIORITY ISSUES

ACCESS TO
EDUCATION

Title IX
STEM

ECONOMIC
SECURITY

Pay Equity
Workplace

LEADERSHIP

Title VII
Career
C-Suite

Advancement &
Partnerships

Fellowships &
Programs

Marketing &
External Relations

Policy &
Research

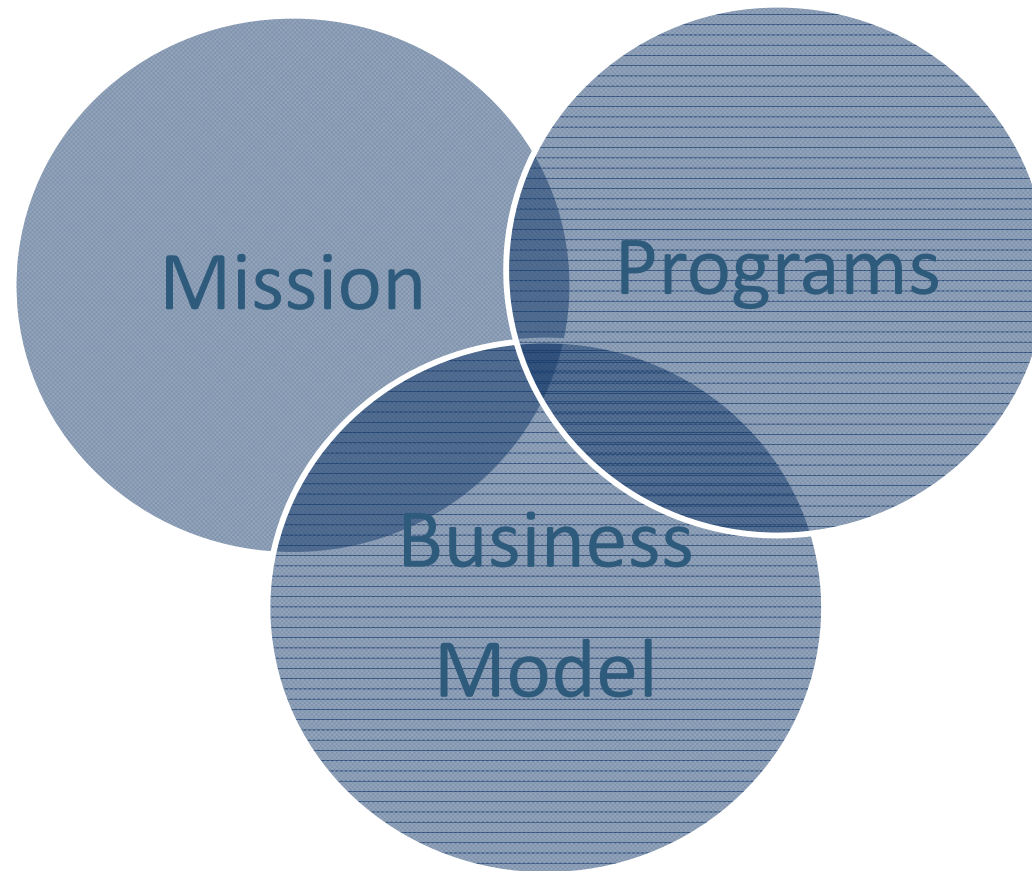
SWOT ANALYSIS

- **Strengths:** What does AAUW do better than the competition?
 - **Weaknesses:** What does AAUW need to improve upon?
 - **Opportunities:** What external trends could lead to increased success and engagement?
 - **Threats:** What are the advantages competitors have over AAUW?
- Who are we? Why do we matter **today**?
 - Financial Model & Governance
 - Demographics & Competition
 - Inclusion & Diversity – Actionable Change
 - Collaboration – not silos
 - Branding/Marketing/Communications
 - Relationship building and partnerships





- **Focus † Relevance † Impact**
- **Liquidity † Adaptability † Sustainability**
- **Accountability**
 - Metrics, Clear Goals and Outcomes
 - Expectations



Imagine if we...

- Trained 10 million through StartSmart & WorkSmart
- Championed pay equity state legislation in all states
- Created a scorecard of the US and other nations as to pay equity practices and legislation
- Became national “good housekeeping” seal of approval through certification of equity programs
- Improved number of tenure-tracked STEM professors to 40-50%
- Ensured 40-50% of Title IX Coordinators positions required focus on enforcement
- Expanded Title IX work to include Title VII and became the leading voice
- Created workforce paths for K-12, Community College and Vo-tech for women nationwide
- Developed original research on women of color and access to education and jobs
- Developed partnerships with corp, foundation and NGOs to improve girls’ education internationally
- Became the go-to resource for nonprofits and higher ed on leadership development for women
 - not just Fortune 500 focus

STRATEGIC PLANNING: WHAT IT IS AND WHAT IT IS NOT

- Tool for guidance
- Iterative and Dynamic
- Action to Impact
- Clear Vision } Goals & Objectives
- Accountability/Metrics
- Blueprint for growth & revitalization
- NOT synonymous with doing more
- NOT rhetoric
- NOT a fundraising case statement
- NOT a wish list or marketing tool
- NOT a magic bullet

Commitment to Change





Strategic Planning: Inclusive Approach

- Stakeholders
 - Members & Donors
 - State & Branch Leaders
 - Board
 - Past Board
 - Staff
-
- Timeline

Strategic Plan Timeline

July 2017:

Board approves launch of Strategic Plan

August 2017:

CEO announces staff reorganization;

Board Chair/CEO determine members of Strategic Plan Task Force

October 2017: Select consultant (Greenwood Asher & Associates / Sharon McDade);

Board meeting presentation on Strategic Planning process;

1st conference call of Strategic Plan Task Force (10/24/17)

November 2017:

CEO hosts strategic plan update call with AAUW Committee Chairs (11/8/17);

2nd conference call of Strategic Plan Task Force (11/21/17);

CEO hosts strategic plan update call with AAUW State Presidents and Former Leaders (11/28/17);

Strategic Plan Task Force studies independently other plans from other sectors, and works on Opportunities & Threats from SWOT draft

December 2017:

Listening/Focus Group sessions;

Consultant/CEO develop External Comparative Analysis with other equity organizations

January 2018:

3rd conference call of Strategic Plan Task Force (1/10/18);

Writing/drafting of initial sketch of Strategic Plan

February 2018:

4th in-person meeting of Strategic Plan Task Force (2/18/18)

Rough draft/initial sketch of Strategic Plan discussed with Board at meeting

CEO circulates rough draft/shell of Strategic Plan to senior staff

March 2018:

Draft 2 of plan shared with State Presidents and stakeholders

April 2018:

Open forum posted for comments on Draft 2 of Strategic Plan

May 2018:

5th in-person meeting of Strategic Plan Task Force

June 2018:

Board approves final Strategic Plan (Strategic Plan Task Force invited to meeting); CEO reviews FY18 staff metrics with Board

July 2018:

6th conference call of Strategic Plan Task Force

Implementation assignments confirmed; accountability structures

August 2018:

Approved Strategic Plan publicly posted (website, etc.)

October 2018:

Q1 update from Strategic Plan Task Force on Implementation

December 2018:

Q2 report on Strategic Plan process

March 2019:

Q3 report on Strategic Plan process

June 2019:

Q4 report on Strategic Plan process

Sept 2019-Dec 2022:

Quarterly reports on progress; iterative edits to Strategic Plan based on metrics

Strategic Plan Consultant

- SHARON A. MCDADE
- Greenwood/Asher & Associates
- Principal & Senior Executive Leadership Consultant
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Strategic Plan Task Force

Julia Brown, Board Chair (ex officio)

Kim Churches, CEO (ex officio)

Peggy Williams, Board Vice Chair (special advisor)

- Mary Zupanc (Board)
- Leah Sakacs (Board)
- Joanna Amberger (Board)
- Rebecca Norlander (WA; former Board)
- Carolyn Garfein (CA; former Board)
- Anthony Hill (DC; former Board)
- Jackie Littleton (TX)
- Edwina Martin (NY)
- Anne Hedgepeth (staff)
- Gloria Blackwell (staff)
- Claudia Richards (staff)
- Paige Robnett (former Staff and former Campus Leader)
- Jan Molino; Aspire Ascend (external)

External Advisory Group to Kim

THANK YOU!

- Please continue the conversation and share your ideas, vision or questions with me:

Kim Churches

CEO

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