

2021-26 Strategic Plan for Clubs

THE IMPORTANCE OF HAVING A STRATEGIC PLAN

If you want to make serious progress toward your goals, you need a strategic plan. Strategies set the direction and establish the priorities for your organization and club. They act as a roadmap for your future because they let your members know what they should focus on and what can be set aside for a later date.

You will notice as you start to build out your tactics that they build off one another. You will need to establish what should happen first, second, third etc. to reach your goal. It will typically flow something like this:

1. Review, survey or audit current status.
2. Report findings.
3. Determine a plan of action.
4. Execute the plan and share with stakeholders.
5. Present final outcomes.

Keep this in mind as you create your strategic plan and remember, if you are disciplined enough to stick to your strategy, you'll accomplish more than you ever dreamed possible.

SERVICE

GOAL: *Improve the quality, impact, and amount of service we perform.*

OBJECTIVE: **Create service projects that excite our members and have real impact on our community**

Possible tactics:

- Survey members each year to determine their interest in current club project. Present to the club by Month/Year.
- Speak with school and community leaders to better understand what our community needs and where we can be most helpful
- Find ways to encourage members to share their ideas for new service projects. Present to club by Month/Year.
- Use the community assessment tool to understand where the club stands with current service projects, then plan projects based on findings.
- Create a list of connections members have to potential project partners and sponsors.

OBJECTIVE: **Create opportunities for members to engage with partners or with projects outside our community.**

Possible tactics:

- Develop a member survey to understand the types of projects members are interested in doing outside of your community. Present findings to club by Month/Year.

- Assign groups to research the top XX project choices and determine if Key Club has a current partner or how Key Club can get involved with one. Present to club by Month/Year.
- Work with Key Clubs across the country and globe to determine if they have projects your club could help with.
- Create a committee to decide the most effective way to launch the service project and best ways to measure results by Month/Year.
- Survey members after each project to assess what members got from doing the project and where they could improve similar experiences in the future.

OBJECTIVE: Create an easy-to-use directory of hands-on, in-person and virtual service projects and fund-raising ideas.

Possible tactics:

- Review current projects to determine what if any need to be added or eliminated by Month/Year.
- The club will regularly examine the service projects and share this information with their districts by Month/Year.

OBJECTIVE: Create a partner strategy.

Possible tactics:

- Create a partner review process to determine the value of existing partnerships each year. Report findings to the club by Month/Year.
- Develop criteria for selecting new partners and report to club by Month/Year.
- Develop a process for introducing new partners to members. Report to board by Month/Year.

LEADERSHIP

GOAL: Find or create opportunities to train members to become influential and effective servant leaders.

OBJECTIVE: Expand and improve leadership events or opportunities for members.

Possible tactics:

- Discover the current opportunities available to Key Club members and present them to the club by Month/Year.
- Determine any obstacles that may be stopping members from participating in leadership building activities and suggest solutions to overcome them. Present findings to club by Month/Year.
- Research other leadership opportunities available outside of Key Club and present to club by Month/Year.
- Review the current structure of your club and determine if there are more positions that should or could be created to provide more leadership experiences for members.
- Determine the best ways for current leaders to share what they are learning and pass these skills on to club members within one month after each leadership event.
- Develop a speaker's bureau of local leaders and experts in areas club members are interested in. Present to club by Month/Year.
- Reinforce and emphasize the leadership lessons members are learning by being in Key Club at one meeting every month.

OBJECTIVE: Establish continuity between incoming and outgoing leaders so we can build on our successes and improve on our weaknesses.

Possible tactics:

- Survey current leaders and committee chairs to determine what obstacles are stopping them from sharing their observations and learnings with incoming teams and report to club by Month/Year.
- Develop or suggest tools that will help make this process more effective and report to leadership.

OBJECTIVE: Look for ways to encourage and involve members in the Global Leadership Certificate program which prepares members for a life of service and leadership.

Possible tactics:

- Create a goal to enroll XX members by October and to have XX members complete the program.
- Have members who have completed the program present to the club by May.

DIVERSITY, EQUITY AND INCLUSION

GOAL: Promote diversity, equity and inclusion across our organization and make events more accessible to all members.

OBJECTIVE: Help Key Club expand the event subsidy fund.

Possible tactics:

- Create one fundraiser per Key Club year and give proceeds to the event subsidy fund to get more Key Club members to events.
- Review our own fundraising efforts and determine how we can get more of our own club members to international events.

OBJECTIVE: Increase awareness of and outreach to students in non-traditional or foreign clubs.

Possible tactics:

- Research and speak to other clubs and organizations to see how they bring diverse members together and what resources they provide to facilitate collaboration and report findings to club by Month/Year.
- Reach out and work with non-traditional clubs or Key Clubs from other cities and countries and have a joint meeting, discuss possible service projects or coordinate other activities.

**Note-any recruitment efforts with non-traditional clubs should be coordinated with the efforts of your membership committees.*

OBJECTIVE: Emphasize and increase diversity, equity, and inclusion in Key Club meetings and events.

Possible tactics:

- Once a month include diversity, equity and inclusion in discussions, speakers, projects or exercises.
- When recruiting, make a conscious effort to invite people who will bring different perspectives and points of view to your club.
- Share the diverse projects and interests of your club on social media each month.

MEMBERSHIP EXPERIENCE

GOAL: Create a consistent and meaningful Key Club member experience.

OBJECTIVE: Ensure a modern membership experience.

Possible tactics:

- Review the Member Satisfaction Survey from the prior year and determine where problem areas may be in the upcoming year and ways you might address them.
- Check in with current club in September and January of each school year to determine what is working and not working and discuss ways to improve your club.
- Challenge each member to bring one tip or idea to help keep your club experience fresh, fun and interesting and choose a few to try out at each meeting during the year.

OBJECTIVE: Help build strong relationships with our sponsors and alumni and involve them in supporting Key Club for future generations.

Possible tactic:

- Ask past Key Club alumni to speak at meetings.
- Reach out to your sponsoring Kiwanis club and determine what you can do together that will benefit both clubs.

OBJECTIVE: Increase opportunities to recognize and reward members.

Possible tactics:

- Analyze all current ways in which we recognize club members by Month/Year.
- Survey members to understand how they prefer to be recognized by Month/Year.
- Suggest new ways to recognize and reward members by Month/Year and present to club by Month/Year.

OBJECTIVE: Improve overall marketing of club events.

Possible tactics:

- Explore ways to promote events that go beyond just using social media by Month/Year.
- Post important dates on websites and other platforms. (Remember the rule of 7. A person needs to see or hear a message 7 times before it "sticks.")

GROWTH

GOAL: Increase our members and maintain our status as the world's largest student-led community service organization.

OBJECTIVE: Create a growth strategy and recruitment campaign that encourages membership and dues payment.

Possible tactics

- Research other successful Key Clubs, Kiwanis clubs and community organizations to discover any recruitment tactics and ideas we may be overlooking by Month/Year.

- Explore what is working and not working currently in the way your club recruits members and make suggestions about how to overcome any obstacles by Month/Year. (Consider starting with a simple SWAT analysis.)
- Look at club dues and determine what is stopping members from paying them and make suggestions about how to overcome obstacles by Month/Year.
- Create a communication plan, a list of reasons Key Club is worth joining and a list of the pieces you believe you will need to recruit others by Month/Year.

OBJECTIVE: Build and maintain a strong and consistent brand with internal and external stakeholders.

Possible tactics

- Determine what templates would be most useful for your club and leaders to use and reach out to the International Board to get those templates made by Month/Year.
- Look for opportunities each month to educate members on the importance of good branding and create assets that help members achieve this.