

CFUW Calgary

Strategic Plan

2017-2018

Mission Statement

CFUW Calgary is an organization of women committed to:

- Promotion of the pursuit of knowledge and education
- Provision of opportunity for fellowship, support and networking
- Provision of the opportunity for challenging conversation and intellectual growth
- Provision of scholarships to university students

Preamble

CFUW-Calgary was established in 1923, and is an organization of 92 women graduates with degrees, diplomas, or equivalent qualifications from recognized universities and post-secondary institutions throughout the world. Women without these qualifications, but who aspire to the goals of CFUW are also welcomed as members. Membership provides social opportunities to form lifelong friendships and to be involved in leadership or participation in our numerous group activities. It also offers opportunity to support the advancement of education, the arts, provincial and civic reform and gender equity.

History of CFUW Calgary

- Established in 1923 under the name University Women's Club of Calgary
- Was the twentieth group to join the CFUW
- Encouraged the establishment of a Calgary University and pressed for autonomy
- Participated in the establishment of a model day-care centre - the first in Calgary
- Worked to establish libraries in elementary schools
- Presents briefs to all levels of government on education, constitutional reform, human rights, environment, and matrimonial property issues
- Supports the higher education of deserving students through scholarship funding and distribution

Strategic Plan

We have undertaken the development of this Strategic Plan, outlining at this point in time our strengths, weaknesses, opportunities and threats. These in turn generate our goals and action plans.

This should be considered a 'live' document; that is, one that we will review on a regular basis to monitor our progress or lack thereof and to take new information and/or challenges into account. Our Strategic Plan is our guide to a stronger, more innovative organization that will guide our activities for the long term.

Key Strategies for 2016-2017

- Provide post-secondary scholarships
- Provide for friendship and fellowship
- Keep interest groups as the main club activity areas
- Identify a special project requiring club member participation
- Maintain intellectual stimulation for members with interesting speakers
- Keep literacy and learning as important functions of the club, including an emphasis on early literacy projects
- Revive the Issues/Advocacy standing committee to work on Local, National and International issues

Key Success Factors

- Vibrant small interest groups
- Good attendance at meetings
- Welcoming and nurturing atmosphere
- Interesting speaker program
- Support for My Very Own Book/Calgary Reads project
- Members supporting advocacy initiatives
- Establishment of 3 new scholarships

What is Essential for Continued Success?

- Continuing to meet the intellectual and social needs of current members
- Recruiting new members
- Raising awareness of CFUW in the community
- Attracting younger members to assure club longevity
- Attaining relevance to the 21st century through community action

What is our Long Term Vision?

CFUW Calgary facilitates both social and intellectual pursuits among members to stimulate their interest and participation in public affairs in the political, social, and cultural fields. The club provides an opportunity for collective or individual action through its association with CFUW at the provincial, national and international levels.

ENVIRONMENTAL SCAN

CFUW Calgary is one of two CFUW organizations in the City of Calgary. Situated in Alberta, Calgary, with a population of 1,120,225, enjoys a solid economic base in the oil and gas industry. As well, it has been named a cultural capital of Canada due to the community support of the arts with numerous festivals, theatres, an opera, a ballet company and orchestras. Calgary is a gateway to Banff national park, and outdoor pursuits are popular.

MEMBERSHIP

Our membership includes women from different faculties of several universities, and Associate members who support the aims and objectives of the Federation.

Strengths

We have many long term members, who have lived our history. Our members are interesting and intelligent women who bring diverse ideas to meetings and receive support for action. We consistently raise more than \$2000 per year for our Scholarships.

2013-14

111 regular members (14 new members)

2 student members

8 life members

Total 121

2014-15

106 regular members (9 new members)

2 student members

1 associate member

7 life members

Total 116

2015-2016

95 regular members (5 new members)

2 students members

6 life members

Total 101

2016-2017

81 regular members (2 new members)

3 students

8 life members

Total 92

Weaknesses

Our age range is middle age and older.

There is inertia within the membership re: participation on the executive and in recruitment efforts.

There is difficulty in recruiting new members.

Opportunities

There are many new citizens in Calgary who would be valuable members if we get the word out to them.

Meeting in public places such as a library could increase our visibility.

Threats

Aging membership and difficulty recruiting leadership may lead to inaction and potential disbanding of the club.

Goals

To recruit new members and encourage all members to actively participate in club governance.

Action Plan for Membership:

Goal #1 Increase membership

**Action: Use CFUW Calgary website, Facebook, Twitter accounts
Attract media attention by being newsworthy
Invite public to attend all of our meetings**

Goal #2 Recruit via the Alumni websites of Calgary post-secondary institutions.

Action: Membership Committee to recruit via alumni sites

Goal #3 Active recruitment of members with professional designations from post-secondary institutions

Action: Send letters of introduction and meet in person with faculties at Calgary post-secondary institutions to introduce CFUW Calgary

FINANCIAL

Strengths

CFUW Calgary is financially stable.

Weaknesses

Our annual membership fee often does not match our budgeted expenses. We are occasionally faced with increased fees required by national CFUW, GWI and by Alberta CFUW to which there is some resistance.

Opportunities

Increased membership will allay some of these concerns.

Threats

We have little control of our fees as \$60 of our \$100/member fee goes directly to national CFUW and \$2.00 goes to Alberta Council. CFUW Calgary meeting space costs \$100 monthly.

Financial Action Plan:

Question #1 Can we increase fees without losing members?

Action: Gather all information on the need for increased fees from national and provincial organizations and CFUW Calgary
-Present the positive benefit to having national and provincial advocacy for women

FUND RAISING

Strengths

We consistently raise more than \$2000 per year at our one annual Fundraiser, a Scholarship Luncheon. Donations from members total approximately \$3000 per year. Our members also contribute more than \$1500 per year for our literacy project, My Very Own Book/Calgary Reads.

Weaknesses

Fewer members participating in fundraisers.

Opportunities

Invite public to fundraising events.

Threats

Without new fundraisers, funds raised may be reduced.

Goals

1. Increase the amount of funding from outside sources
2. Encourage estate planning gifts

Action Plan for Fundraising

Goal #1 Invite potential members to events

Action: Publicize events in digital, print and visual media

Goal #2 Encourage estate planning/gifting by members

Action: Present information to membership via newsletter

Goal #3 Brainstorm other means of fundraising with membership

Action: Use newsletter and general meetings to solicit fundraising ideas from members

Goal #4 Diversify fundraising strategies

Action: Initiate community craft sale

AWARDS PROGRAM (Scholarship)

CFUW Calgary has a long history of funding scholarships and bursaries at the University of Calgary. Each year, donations, investment interest and proceeds from the annual Scholarship Luncheon fund these awards which are paid annually to selected students who meet award criteria. The club operates a charitable trust, registered with the Canada Revenue Agency and issues tax-deductible receipts. CFUW Calgary members have approved motions to endow scholarships and bursaries at the University of Calgary. As each award is endowed, the university manages the investments and grants the awards to students according to the terms of the endowment agreement with CFUW Calgary.

Awards Endowed at the University of Calgary

CFUW/Calgary Helen Steeves Memorial Mature Student Bursary \$1000

CFUW/Calgary Edel Bording Memorial Bursary in Nursing \$1000

CFUW/Calgary Helen Steeves Memorial Scholarship in Law \$1200

CFUW/Calgary Hall/Street Scholarship in Nursing \$1500

CFUW/Calgary Graduate Scholarship in Social work or Social Sciences \$1000

CFUW/Calgary Evelyn M Brown Legacy Bursary in Faculty of Arts \$1000

Gifted Award at the University of Calgary

CFUW/Calgary M. Jean Hicks de Bruyn Scholarship in Elementary Education \$500

Gifted Award at the University of Alberta, Faculté St. Jean

CFUW Margaret and Walter Lindley Francophone Experience Award \$1500

New awards established in 2017 with a 3 year commitment:

University of Calgary

Canadian Federation of University Women/Calgary Undergraduate Centennial Scholarship in Arts (Geography) \$2000

Canadian Federation of University Women/Calgary B. Lindley Scholarship in Biological Science \$2000

Mount Royal University

Canadian Federation of University Women/Calgary Centennial Bursary for Midwifery \$1000

Strengths

We have longstanding scholarships and a very good relationship with the University of Calgary and have developed a relationship with Mount Royal University. Our members are supportive of the awards program. Most of our awards are now endowed.

Weaknesses

Endowments are subject to the financial variance of the marketplace; we cannot assume that the endowed awards will always be paid in the amounts stated. The amounts awarded are quite small when compared to university costs.

Opportunities

Other post-secondary institutions have awards programs for our future consideration.

Threats

Decreasing and aging club membership may limit our ability to continue to develop and/or maintain currently offered awards.

Goals

1. To continue to increase the award amounts on the U of C scholarships

Action Plan for Scholarship

Goal #1 Work toward funding endowments.

Goal #2 Consider which scholarships would be best increased.

Action: Review scholarships and associated financial need of students

PROGRAM AND INTEREST GROUPS

Strengths

We have a strong speakers program with interesting and varied speakers. Each year the program varies to meet member interests.

Our interest groups are the 'life blood' of our club. They are well subscribed to and offer many opportunities. We are open to starting new groups when interest arises.

Weaknesses

There are insufficient additional activities in the areas of community action advocacy and involvement in the greater aspects of CFUW's aims and objectives to appeal to prospective members. It is difficult to "sell" the club.

Opportunities

Duplicate popular groups. Become more pro-active in starting new groups. Reverse these weaknesses by becoming more active locally, regionally, nationally and perhaps even internationally. Encourage "challenge" activities among interest groups.

Threats

Without a revision of focus, CFUW Calgary will be unable to attract new members and may fall victim to attrition.

Goals

1. Continue to support our interest groups
2. Investigate popular groups in other organizations

Action Plan for Program and Interest Group

Goal #1: Support interest groups

Action: - Group convener or designate regularly attend each interest group

Goal #2: Investigate popular groups

Action: - Research Newcomers, Calgary Business Women, other CFUW groups to find out what their most popular sub groups are; consider 'fit' with our membership; establish new groups

COMMUNICATIONS

Strengths

We make good use of e-mail to disseminate our agendas, minutes, newsletters, etc. We have an excellent newsletter. We have a website, a Facebook account and a Twitter account to extend our reach into the community. We have excellent publication and publicity executive members who continually try to get the CFUW Calgary messages out.

Weaknesses

We continue to be a well-kept secret. Word of mouth is not good enough to increase our recruitment.

Opportunities

Invite the press to our events.

Threats

An increase in membership is essential to the continuance of the club.

Goals

1. Continually develop the CFUW Calgary website and presence on Twitter and Facebook
2. Find ways to attract media coverage of CFUW Calgary

Action Plan for Communications

Goal #1: Website development with continuous updates

Action: train several members on website updating

Action: post history and heroines of CFUW as monthly segments in newsletter and on website

Action: members share events on Linked in accounts

Goal #2: Attract media coverage

Action: Invite Calgary Herald's Bill Brooks to Scholarship Luncheon

Action: Develop news releases related to Action letters being sent by Advocacy Chairperson

Monitoring Plan

This Strategic Plan will be reviewed at the Joint Executive Meeting each May/June with updates and new action plans established.