

CFUW-Calgary

Strategic Plan

2013-2016

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

May 2013

Preamble

CFUW-Calgary was established in 1923, and is an organization of 112 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 welcomed as associate 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 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 women through scholarship funding and distribution

Strategic Plan

We are undertaking 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.

The **Strategic Planning Committee** consists of: the Executive Committees of 2011 – 2013.

Key Strategies for 2013-2016

- 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
- Member 'buy-in' for chosen project(s)

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 in order 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 an orchestra. Calgary is a gateway to Banff national park, and outdoor pursuits are popular.

MEMBERSHIP

Our membership includes 105 women from different faculties of several universities, and 4 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 \$4000 per year for our Scholarships.

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 could get the word to them.

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 to 130 by 2015

Action: -Use new CFUW-Calgary website

-Attract media attention by being newsworthy

Goal #2 Encourage National CFUW to recruit via the Alumni websites of Canadian post secondary institutions.

Action: -Contact National CFUW 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 to faculties at Calgary post secondary institutions to introduce CFUW Calgary

FINANCIAL

Strengths

As of December 2012, CFUW-Calgary has a bank balance of more than \$18,000.00.

Weaknesses

Our annual membership fee consistently does not match our budgeted expenses. We are faced with increased fees required by national CFUW and by Alberta CFUW to which there is general 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. Both of these groups plan to increase their fees in 2014 which means we will need a fee increase in 2013. CFUW Calgary previously had access to free meeting space but now must pay a monthly \$100 fee.

Financial Action Plan:

Goal #1 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 \$4000 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

We continue to raise our scholarship funds from only our members and the friends that they bring to the luncheon. There is a slight pushback to being asked annually to prepare baskets for the scholarship raffles at the luncheon.

Opportunities

Edmonton CFUW has a Scholarship Foundation that regularly holds a casino – a potential that we are looking into.

Threats

Some members may object to a casino. There are many hurdles to jump in order to incorporate under the Alberta Societies Act and become eligible to apply for a casino. These hurdles and the casino application process would likely take up to 4 years.

Goals

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

Action Plan for Fundraising

Goal #1 Investigate the idea of having a casino.

Action: - Encourage executive member to attend AB information session on casinos
-Meet with Edmonton CFUW re their experiences with casinos

Goal #2 Encourage estate planning/gifting by members

Action: - present information sessions to membership

Goal #3 Brainstorm other means of fundraising with membership

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

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 Funded Annually at the University of Calgary

CFUW/Calgary Helen Steeves Memorial Bursary \$1,000 (Mature Student)

CFUW/Calgary Undergraduate Bursary (Faculty of Arts) \$1,000 **(endowed commencing 2014-15)**

CFUW/Calgary Edel Bording Memorial Bursary (Nursing) \$1,000

CFUW/Calgary Graduate Scholarship \$1,000 (Social Work or Social Sciences) **(endowed commencing 2013/14 year)**

Awards Endowed at the University of Calgary

CFUW/Calgary Helen Steeves Memorial Scholarship in Law \$1,200

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

CFUW/Calgary [Hall/Street] Scholarship in Nursing \$1,500

Strengths

We have longstanding scholarships and a very good relationship with the University of Calgary. Our members are supportive of the awards program. Many 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 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 and/or endow currently offered awards.

Goals

1. To endow the remaining scholarships at U of C
2. To increase the award amounts on the U of C scholarships

Action Plan for Scholarship

Goal #1 Work toward funding endowment targets.

Action: Direct the Scholarship Treasurer to continue to put funds toward endowment targets

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

Some of our groups are so popular that they have to limit membership. 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

Group members have become good friends and any division of groups may result in loss of members. Without a revision of focus, CFUW Calgary will be unable to attract new members and will fall victim to attrition.

Goals

1. Continue to support our interest groups
2. Investigate popular groups in other organizations
3. Initiate and support a program (such as an Alberta CFUW Day) that will appeal to members.
4. Continue our involvement with education outreach, e.g., support Calgary start-up of the Scientists in Schools Program.

Action Plan for Program and Interest Group

Goal #1: Support interest groups

Action: - Group convenor 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

Goal #3: Support larger program

Action: -Approach Alberta CFUW Regional Director and Strathcona CFUW to get cooperation on Alberta CFUW Day

Goal #4: continue involvement with educational outreach

Action: Meet with leaders of Scientists in Schools Program to determine the level of support we can offer

COMMUNICATIONS

Strengths

We make good use of the Internet to disseminate our agendas, minutes, newsletters, etc. We have an excellent newsletter. We have a new website 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.
2. Find ways to attract media coverage of CFUW Calgary .

Action Plan for Communications

Goal #1: Website development with continuous update

Action: - train more than one member on website updating

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

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 June with updates and new action plans established.