



STRATEGIC PLAN | *Approved January 20, 2026*

GFWC Mission

The General Federation of Women's Clubs (GFWC) is an international women's organization dedicated to community improvement by enhancing the lives of others through volunteer service.

GFWC Texas Objective

The GFWC Texas objective is to unite women's clubs throughout Texas for charitable purposes to accomplish the GFWC mission; to promote and raise funds for charitable activities, address social issues, and provide ways and means for solutions under the Federation umbrella.

Summary

The Strategic Plan supports and advances the mission statement. It is a working document to guide and strengthen the activities of GFWC Texas. Goals and strategies are designed to enable the organization to plan effectively for the future. The GFWC Texas Strategic Plan mirrors the GFWC Strategic Plan to ensure the state is in sync with GFWC.

The Strategic Plan identifies five major issues facing the federation: (1) Membership, (2) Leadership, (3) Public Awareness, (4) Programs, and (5) Financial Stability.

The GFWC Texas Strategic Planning Committee (composed of the President-elect as chairman, first vice president, second vice president, secretary, and the president and secretary of the district presidents) is responsible for long-range planning.

Focusing on these five main issues and the achievement of the goals and objectives will guide GFWC Texas toward realizing its vision of providing opportunities to its members to serve their communities effectively through organized activities, develop leadership skills, participate in continued learning and enrichment, and cultivate lasting friendships.

RESPONSIBILITY

- The Executive Committee oversees the implementation of the Strategic Plan.
- The Strategic Planning Committee annually reviews and updates the Strategic Plan.
- The Board of Directors approves the Strategic Plan and participates in its implementation.
 - District Presidents disseminate information relevant to the achievement of the Strategic Plan.
 - GFWC Texas Chairman and Committee Members work to achieve the goals, objectives, and strategies relevant to their program area.
- State chairmen and committee members design activities and materials to accomplish the goals, objectives, and strategies pertaining to their area of responsibility.
- Clubs use the materials and attend club, district, and state meetings to further the goals and objectives of GFWC and GFWC Texas.

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Goal: Increase Leadership Training for all Members			
Objective	Strategy	Tasks/Responsible Party/Date Due	Outcome
1. Provide leadership training workshops twice a year for each two-year administration either at state meetings or virtually	A. Encourage participation in the GFWC LEADS program	- Encourage districts to present candidates for GFWC LEADS - Establish a system to allow alternates to be reconsidered the next year - State provides a stipend to its candidate - Encourage districts to provide a yearly stipend to LEADS candidate from their district RP: GFWC Texas Executive Committee, State LEADS Chairman, State Leadership Chairman	Ongoing
	B. Enhance participation in the GFWC Texas LEADS program	- Districts strive to present candidates for GFWC Texas LEADS. - Provide yearly LEADS training at Fall Board in person with virtual follow up meetings throughout the year, culminating with a graduation at the State Spring Convention. - Provide mini-LEADS workshop for incoming district presidents at their orientation. RP: GFWC Texas Executive Committee, State LEADS Chairman, State Leadership Chairman	Ongoing
	C. Recognize District Presidents for exemplary service and leadership in their districts, to GFWC Texas and GFWC	- Develop the Anna Pennybacker Award to recognize District Presidents who demonstrate exemplary service during their administration. - Anna Pennybacker Award will be given at the GFWC Texas Spring Convention at the end of the administration. RP: State Leadership Chairman	Developing
	D. Promote club and district implementation and support of GFWC Texas Strategic Plan	- Provide the strategic plan to incoming leaders on the state, district, and club levels. RP: GFWC Texas Executive Committee, Webmaster, LRP Committee - Encourage district and club presidents promote the plan to their respective group annually RP: District and Club Presidents - Review GFWC Texas Strategic Plan as part of Incoming District Presidents' orientation and provide them with a copy of the plan RP: Incoming GFWC Texas President - Present and review the GFWC Texas Strategic Plan during Fall Board of Directors Meeting. RP: GFWC TX President-elect, District Presidents	Achieved/ ongoing

	E. Promote the use of the GFWC Member Portal highlighting the Leadership Toolkit	• Provide training on the use of the GFWC Member Portal RP: GFWC Texas Executive Committee • Highlight the documents in the Leadership Toolkit during state training session RP: GFWC Texas President-elect • Highlight documents in the Leadership Toolkit during Incoming District Presidents' orientation. RP: GFWC Texas Incoming President • Include a calendar of events and deadlines for incoming leaders RP: GFWC Texas Executive Committee, GFWC Texas Incoming President	Pending Achieved/Ongoing
Goal: Develop a Leadership Succession Plan			
Objective	Strategy	Tasks/Responsible Party/Due Date	Outcome
1. Provide a succession plan for potential leaders	A. Create a succession plan	• Write a position description for each officer, chairman, and committee chairman outlining their responsibilities • Assess member skills and interest by sending a survey to all members • Match member strengths and skills to position descriptions RP: GFWC Texas Executive Committee	Pending Achieved/Ongoing
Goal: Create a Leadership Mentoring Program			
Objective	Strategy	Task/Responsible party/due date	Outcome
1. Promote mentors for new or potential leaders	A. Establish Member/Coach Program	• Match an incoming officer with a past officer who has served in the position RP: GFWC Texas Executive Committee • Design a member/coach program for specific needs • Identify and recommend coaches for each program RP: GFWC Texas State, District, and Club Officers	Pending

Goal: Strengthen and Increase Membership and/or Clubs			
Objective	Strategy	Tasks/Responsible party/due date	Outcome
1. Inform and Educate Members	A. Promote the value of Unity in Diversity as it pertains to creating stronger groups, improving communication, and understanding peers	• Increase diversity of thinking and perspective • Promote tools for strengthening membership through diversity RP: GFWC Texas Executive Committee, District, & Club Officers	Ongoing
2. Evaluate Current Membership Levels	A. Determine viability, sustainability, and benefits of membership levels	• Determine viability, sustainability, and benefits of membership levels • Evaluate current titles of membership levels for relevancy and inclusion RP: GFWC Texas Executive Committee, District, & Club Officers	Ongoing
	B. Encourage members to attend meetings above Club Level	• State sponsors one member (first time attendee) to attend GFWC International Convention each year. State pays for registration and meals; member shall report on their experience at the State Fall Board RP: GFWC Texas Executive Committee • Encourage districts and clubs to sponsor one member (first time attendee) to attend the state/district convention to foster a better awareness of Federation RP: GFWC Texas District & Club Officers	Ongoing
3. Recruit new members	A. Strive to diversify membership	• Recruit all age groups • Encourage former members, retiring friends, and associates to join established clubs • Investigate viability of recruiting college aged women RP: GFWC Texas Executive Committee, District, & Club Officers	Achieved Ongoing
	B. Promote programs and events to attract members	• Promote GFWC's National Recruitment Event • Promote a GFWC National, State, District, Club Day of Service Opportunity RP: All members	Achieved/ Ongoing
	C. Identify collaborators that align with GFWC/GFWC Texas Vision	• Encourage developing collaborating partners in areas of common interest within the community • Plan photo opportunities, ribbon cuttings, and other celebratory events RP: GFWC Texas Executive Committee	Ongoing

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Objective	Strategy	Tasks/Responsible party/due date	Outcome
4. Maintain Current Members	A. Foster relationships among members	- Encourage social activities that increase the interests of members RP: All members - Promote educational activities that advance the Special Programs, Community Service Programs, and Advancement Areas RP: GFWC Texas, District, & Club Officers; All Members	Ongoing
	B. Build connections to local, state, & national activities	- Identify and promote the benefits of belonging. - Encourage members to create and update individual profiles in the GFWC member portal - Promote training information videos to build GFWC connections - Tour state and international headquarters. - Update member database to increase member direct communication - Ensure ease of access to information across the spectrum - Develop and offer an online version of a GFWC Texas newsletter available to all members - Post all information on Facebook, state website, and Constant Contact for all club functions, news, forms, instructions, and deadlines - RP: All members - Ensure all members can access and utilize all state and GFWC resources located on respective websites. Training should be provided at all levels RP: GFWC Texas Executive Committee, District, Club Officers - State officers should try to visit each club in their district during their term. For districts that do not have representation on the state executive committee, officers should rotate visiting RP: GFWC Texas State Officers - District officers should try to visit each club in their district during their term. For clubs that do not have representation on the district executive committee, officers should rotate visiting RP: District Officers	Ongoing

Goal: Strengthen and Increase Membership and/or Clubs			
Objective	Strategy	Tasks/Responsible party/due date	Outcome
	C. Acknowledge club and individual member contributions	- Create categories for club and individual member's recognition. RP: GFWC Texas 1st Vice President - Recognize donations to a special fund, i.e., the disaster fund. RP: GFWC Texas Executive Committee	Pending/ Ongoing

Goal: Amplify Public Awareness and Communications			
Objective	Strategy	Tasks/Responsible Party/due date	Outcome
1. Increase effectiveness of internal GFWC Texas communications	A. Review all current GFWC Texas communication platforms to define purpose & objective (includes but is not limited to the website, social media)	- Review website for completeness, accuracy, relevance - Review state social media sites for relevance, promotion of events, programs, and other purposes - Consider adding Instagram to social media outlets - Review Constant Contact email platform RP: GFWC Texas Executive Committee, Communications & Public Relations Chairman & Committee, GFWC Texas Webmaster	Ongoing
	B. Promote the use of the GFWC Style Guide	- Provide training to locate the Style Guide in member portal on GFWC website - Provide Information to personalize for State, District, Club usage where appropriate RP: State Communications and Public Relations Chairman/Committee	Ongoing
	C. Identify new modes of communication	- Research, update, and identify new platforms for state communications needs - Create and distribute State Newsletter/magazine - Define administrator protocols for communications channels and provide to the State President to aid in transition/succession purposes RP: GFWC Texas Executive Committee, State Communications and Public Relations Chairman/Committee RP: GFWC Texas Executive Committee, Webmaster, Media Admins	Pending/ Ongoing
2. Develop GFWC Texas Communications for external audiences	A. Develop a marketing/public relations plan	- Promote/utilize the CPR Media toolkit found in the GFWC Resources - Create an attractive tri-fold pamphlet to be utilized by local clubs - Encourage clubs to join the local Chamber of Commerce - Encourage clubs to utilize local media outlets for advertising and service announcements - Encourage all members to send information regarding club activities and members to the state Facebook page and website as well as the GFWC CPR outlets - Encourage clubs to purchase GFWC Texas (Club) banner to display during projects or fundraisers - Develop a template letterhead that includes GFWC & GFWC TX logos to share with clubs/districts, etc. RP: GFWC Texas Executive Committee, CPR Chairman/Committee	Ongoing

Goal: Amplify Public Awareness and Communications			
Objective	Strategy	Tasks/Responsible Party/due date	Outcome
	B. Raise visibility through program connections	Take advantage of opportunities and resources available as a member of GFWC to promote visibility and identity as a volunteer organization RP: GFWC Texas Executive Committee, CPR Chairman/Committee	Ongoing
	C. Maximize general advocacy efforts	- Utilize the Legislative Action Center to engage more members on civic issues - Initiate direct advocacy outreach undertaken by GFWC International President and GFWC Texas President RP: GFWC Texas Executive Committee, Legislation and Public Policy Chairman/Committee	Ongoing
3. Develop and expand GFWC/GFWC Texas Brand	A. Build brand identity	- Identify with the GFWC brand - State, district, and club officers should wear identifying pins, shirts, etc. - Promote the use of “GFWC” before Club names and “GFWC Texas” before District names - Provide training on navigating the GFWC website and its numerous resources available to members RP: GFWC Texas Executive Committee, District, & Club Officers	Ongoing
	B. Design and secure branded merchandise	- Market merchandise with GFWC Texas Emblem - Promote and utilize Marketplace on GFWC Member Portal to purchase GFWC branded merchandise RP: GFWC Texas Executive Committee, CPR Chairman/Committee	Ongoing

Goal: Ensure Long-term Financial Stability and Security			
Objective	Strategy	Tasks/Responsible Party/Due Date	Outcome
1. Develop Financial Capacity and Sustainability for the Organization's Function	A. Evaluate the revenue and expenditures of GFWC Texas	- Assess current dues revenue - Assess current non-dues revenue - Assess current expenditures - Analyze revenue v. expenditures to make recommendations for change RP: GFWC Texas Executive Committee and Finance Committee	Ongoing
2. Financial Transparency	A. Non-dues revenue enhancement	- Create communication that demonstrates the allocations of dues and/or other revenue sources - Make available on GFWC Texas website RP: GFWC Texas Executive Committee and Finance Committee	Achieved/Ongoing
	B. Develop Non-Dues-Based Revenue	- Explore opportunities with GFWC Texas members' business contacts - Obtain corporate partnerships/sponsors and/or underwriting opportunities from employees/companies - Remind donors about matching gift opportunities from employers/companies - Create an Advertising Packet to secure advertisements and/or fundraising opportunities - Social media RP: GFWC Texas Executive Committee	Pending
		- Leon Street - Evaluate viability of keeping and maintaining property - Explore long-term rental possibilities RP: GFWC Texas Executive Committee, and Staff	Ongoing
		- Statewide Fundraising - Develop GFWC Texas clothing line for sale and facilitate sale on GFWC Texas website - Increase number GFWC Texas Pins, other products for sale and facilitate sale on GFWC Texas website RP: GFWC Texas Officers and Fundraising Committee	Pending
		Develop an investment plan. RP: GFWC Texas Executive Committee and Finance Committee	Achieved
	C. Secure Grants Through Research and Writing	Explore grant assistance with experienced officers and members RP: GFWC Texas Executive Committee	Pending
3. Coordinate and Develop Giving Programs	A. Capital Campaign	Develop Capital Campaign for organization projects RP: GFWC Texas Executive Committee, Finance Committee, and Fundraising Committee	Pending

	B. Long-term Giving	Develop and promote planned giving to GFWC Texas – bequests, etc. RP: GFWC Texas Executive Committee, Finance Committee, and Fundraising Committee	Pending
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Goal: Offer Programs to Impact Communities			
Objective	Strategy	Tasks/Responsible party/Due date	Outcome
1. Strengthen Community Service Program, Advancement Plans, & Special Programs	A. Introduce new GFWC Texas Officers, goals, program and project changes	- New administration summer workshops conducted in July/August at the discretion of district. RP: GFWC Texas Executive Committee Traveling Team, District Presidents - District newsletter sent to club presidents in July of new administration; introduce new state and district officers and goals RP: District Presidents	Ongoing
	B. Encourage club presidents to utilize online resources for program information and ideas	- Include training at Fall Board about available online resources RP: District Presidents, GFWC Texas Executive Committee, District Committee Chairmen - Send information received from GFWC Committee Chairmen and that compiled by GFWC Texas Committee Chairmen to District Presidents RP: GFWC Texas Executive Committee Chairmen - Forward all information received to all clubs. RP: District Presidents	Ongoing
	C. Have at least one state-wide project for all membership	- Encourage clubs to participate in GFWC International Day of Service. - Determine a statewide project in which all membership will be encouraged to participate - Inform and encourage all clubs to participate in statewide projects RP: GFWC Texas President, GFWC Texas Chairmen of CSPs, APs, & SPs, District Presidents - Follow up with club presidents to ensure project is being conducted. - Report summary of club/district activities related to state-wide project to GFWC Texas First Vice President RP: District Presidents - Collect and disseminate data of impact from state-wide projects RP: GFWC Texas First Vice President	Ongoing

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Objective	Strategy	Tasks/Responsible party/Due date	Outcome
2. Convey all new administration information via a concise and up-to-date state directory	A. Develop an up-to-date State Directory at the beginning of each new administration	• Compile GFWC and State information and forms to be included in directory and send to state directory chairman by July 1 of first year of new administration RP: GFWC Texas President • Appoint a district chairman for each state program and project by May 1 prior to start of new administration. RP: District Presidents • Compile complete list of district and club officers including updated contact information by July 1 • Ensure club member lists and contact information is sent to GFWC Texas office manager by August 1 RP: District Presidents, Club Presidents • Update and publish State Directory on State Website by August 1 RP: GFWC Texas Directory Chairman, GFWC Texas Webmaster	Ongoing