

# D25 Strategic Planning Committee Charter and Plan 2022

## Contents

Introduction	3
Purpose	3
Scope	3
Deliverables	3
Strategies	4
SPC Members and Tenure	5
Planning Process/Dates	6
Plan – see appendix	7
Appendix: Plan for 2022	8
Introduction	8
Goal Setting	8
5 Year Plan	8
SPC Five Year Plan’s Minimum Goals based on TI Metrics	8
TI Performance Goals (for reference)	9
Marketing Plan	9
Accountability	9
Methodology to Develop Marketing Plan	9
Identify Future Leaders	11
Mentor and Retain Current Leaders	12
Accountability	12
Mentoring	13
Retaining	13

## Introduction

Like many organizations, Toastmasters International creates a multi-year Strategic Plan to address challenges and take advantage of opportunities, both current and in the future. A corresponding five-year District 25 Strategic Plan would facilitate progress towards achieving excellence in serving the member and member clubs. To accomplish developing a District 25 Strategic Plan, the District created a Strategic Planning Committee (SPC).

The Strategic Planning Committee is an advisory board. All final decisions regarding any part of the plan lie with the District Trio (District Director, Program Quality Director, Club Growth Director).

## Purpose

Produce a Strategic Plan to support District 25 leaders in pursuit of the District mission: *We build new clubs and support all clubs in achieving excellence.*

## Scope

The focus is achieving and sustaining District growth. The SPC will

- Analyze, assess, and understand the District's current membership and growth status
- Create an overall Strategic Plan outcome (e.g. *Double the clubs & double the retention in five years [playing off the numbers in the District: 2 and 5]* or another phrase that can be repeated throughout the District)
- Work with District Leaders to create strategies and goals for District growth.

## Deliverables

The SPC will develop one, two, and five-year Strategic Plans by ascertaining the District's current state, researching trends that affect the District, and identifying areas (e.g. District bylaws, actions, resources) where changes are needed.

- The one-year plan addresses immediate needs, trends, etc.
- The two-year plan focuses on elements within the District to be addressed during this period; this may also be a continuation of the one-year plan.
- The five-year plan identifies the overall vision that the District will work toward.

The plan will include objectives and tasks to support the strategies and goals. These objectives will be reviewed and adjusted as the District changes. The number of objectives may increase or decrease, as well, depending on the District status. Tasks may include updates to the bylaws.

The Strategic Plan will include this charter for clarity, understanding, and continuity.

Each phase will address Key Performance Indicators (KPI), which serve as a foundation to achieve long-term sustainable Distinguished District status:

- Membership Growth and Retention
- Club Growth and Retention
- Education and Training

- Revenue & Funding.

Each phase will provide strategies, objectives, and tasks to improve the District KPIs. The SPC will work with District leaders and monitor objective and task implementation.

## Strategies

### Strategy 1: Be Transparent

“Leadership is always a relationship, and truly successful leadership thrives in a group culture of high openness and high trust.” *Humble Leadership: The Power of Relationships, Openness, and Trust* (2018) Edgar H. Schein and Peter A. Schein

The SPC will provide a plan in concise, plain language. SPC Chairman, or designee, will present a report of the Plan to the District Executive Committee and District Council.

A minimum of one Town Hall meeting will be held annually to inform the general membership of the District’s status, specific goals, and the progress made toward said goals. This forum will be used to also gather suggestions for additional goals, objectives, tasks, or changes to be included in future plans.

SPC meeting minutes will be posted in a place accessible by any District Member.

### Strategy 2a: Identify and Develop Future Leaders

“Strong leaders demonstrate a continued willingness to learn, who have a growth mindset, who are willing to be mentored, and who can clearly communicate a vision.” *Willpower Doesn't Work* (2018) Benjamin Hardy

The SPC will assist with identifying, encouraging, and mentoring individuals who demonstrate positive leadership capabilities. These individuals may exhibit (a) demonstrate the ability to lead; (b) adhere to the Toastmasters core values, (c) indicate a willingness to serve as a leader, (d) demonstrate a commitment to the District, and/or (e) exhibit a commitment to their personal growth. Identification of prospective leaders will be achieved via discussions with fellow SPC members, interested members, and/or the current District Director, Program Quality Director, and Club Growth Director.

### Strategy 2b: Mentor and Retain Current Leaders

“No one really achieves anything wholly by themselves.” *The Law of the Inner Circle* (2019) John Maxwell

Leaders often need assistance and guidance. The SPC may provide experienced leaders who can mentor the members of the District Executive Council as the Trio feels necessary. The goal is to assist the leaders to realize their greatest potential while performing their leadership roles with the objective of achieving the Distinguished District Status.

### Strategy 3: Enhance and Monitor Active Marketing Plan

As the marketing environment changes, the SPC will research current and future marketing trends to determine possible strategies to market the District. The SPC provides this data to the Club Growth Team to assist in creating the Marketing Plan. The SPC will track the effectiveness of each method of marketing used by the District.

## SPC Members and Tenure

**Number of Committee Members:** The SPC consists of seven (7) voting members. The Trio are Ex Officio members to provide added information on agenda items. One of the seven member slots is reserved for the Immediate Past District Director to become a member if they desire to participate in the committee.

**Member Composition:** Ideally, the SPC represents a diverse makeup in District membership. Therefore, the selection of a member is based on the following:

- Geographic (location where the person's club or service is located)
- Demographic (diversity of cultures)
- Toastmaster Experience (length of membership and service to club and District)
- External Experience (leadership experience outside Toastmasters)
- Type of club membership – Open (Community) & Closed (Corporate)

**Committee Organization and Term of Membership:** To ensure the transition and continuation of the committee, the committee members will annually select the following officers:

- **Chair** – Oversees all objectives as set forth by the Committee. The Chair or their designee will be the representative of the Committee at meetings with the Trio and the District Executive Council. The Chair or their designee will be the representative to deliver the report on the condition of the District, the status of the Strategic Plan, and the progress thereof to the District Council at the May Business Meeting.
- **Vice Chair** – Performs all said duties of the Chair in the absence of the Chair.
- **Secretary** – Records the minutes of all meetings as appropriate. Said minutes will be available to be examined by any District member requesting access to the minutes. This is in keeping with the value of conciseness and full transparency to the District and its members.
- **Parliamentarian** – Advises the Chair and/or Vice-Chair the appropriate protocol and ruling in conducting various issues as they may arise in a meeting. The SPC will follow Robert's Rules of Order to conduct meetings in a professional and concise manner.

**Committee Selection:** The general membership of the Committee will identify prospective members. The aim is to never have an empty seat on the Committee. Therefore, a list of said prospects will be reviewed by the District Trio (District Director, Program Quality Director, Club Growth Director) for approval. The District Trio has 2 weeks from date of submission to approve or disapprove all or part of the list provided. If the District Trio fails to respond back to the Committee with its decision(s) within the stated time frame, the Committee has the right to accept all the persons listed as members of the Committee. In addition, the following results of said review may apply:

- If the District Trio approves all individuals listed, individuals will begin their term of membership on May 1 or closest date possible that applies to filling an unexpected SPC vacancy.

- The District Trio approves some individuals and not others on the list.
- The District Trio provides valid reasoning for each individual not approved.
- The SPC can override said disapproval with 2/3 vote after consideration of the District Trio's reasoning.
- If the District Trio disapproves, the individual may be placed on a future listing to serve on the SPC once the issues concerning the District Trio have been rectified.
- SPC membership is approved by the District Executive Council at the Spring business meeting.

**Term of Membership:** Each SPC member is appointed for a 2-year term. The term of membership will begin on the first day of May and end on the last day of April two years hence (i.e. May 1, 2022 thru April 30, 2024). The initial SPC members may serve 3-year terms or until a full SPC is functioning as set out in this Charter. The initial members will be rotated off the SPC in a manner to have at least one original member on the SPC at the end of the third year.

**Exceptions to serving full term:** There may arise a situation when a member cannot fulfill the full term. The Committee can appoint a new member as follows:

- Less than 1 year remaining in the original term: The new member will complete the original term and may opt to continue to serve for an additional full 2-year term. For example: The original member leaves with 4 months remaining in their term. The new member can finish out that term and serve an additional full term.
- One year or more remaining in the original term: The new member will serve out the original term but will be replaced at the end of the term. The new member can return to a full term after taking a year off the Committee.
- Members who have served full terms must be replaced at the end of the full term. They may return to serve another full term after taking one year off.
- Once the Committee is fully functioning, half the Committee membership will be rotated off the membership.

**Governance of Member's Conduct:** SPC members are to uphold the Toastmaster values, conduct themselves in a professional manner, maintain equanimity, and confidentiality throughout their term of membership and beyond. If a member becomes disruptive to the SPC's processes and function, the SPC has the right to remove said member by a 2/3's vote of the SPC's general membership.

## Planning Process/Dates

The SPC will meet at least four times during the year formally with additional meetings added as needed. The formal meetings are included on the District Key Date Calendar. Each meeting will focus on reviews (i.e. Bylaw Objectives, timelines, etc.) as well as new business

### March

- SPC provides completed plan to Trio for review and approval
- SPC provides New Committee slate to Trio for review and approval

### April

- SPC presents Plan to the DEC for review and approval
- SPC selects New Chair and other committee officers

## May

- New SPC committee takes office
- SPC present Plan to the DC

## June

- First informal meeting of the SPC
- Town Hall held (included on District Key Date Calendar)

## July

- SPC formal meeting and Town Hall dates to Trio to be placed on District Key Date Calendar

## August

- SPC assists Trio in review of District Success Plan and Marketing Plan

Plan – see appendix

## Appendix: Plan for 2022

### Introduction

The preceding charter and this plan is viewed as one document, integrated together, and reviewed annually.

### Goal Setting

The District will generally set goals based on the Distinguished Club Program (DCP) baseline. The following goals are in addition to the DCP goals and are meant to be focused on building a plan to be a Distinguished District within the next 5 years.

- Club Growth and Retention
- Membership Growth and Retention
- Education and Training *(to be developed in future years)*
- Revenue and Funding *(to be developed in future years)*

### 5 Year Plan

Year 1: July 2022 – June 2023

Year 2: July 2023 – June 2024

Year 3: July 2024 – June 2025

Year 4: July 2025 – June 2026

Year 5: July 2026 – June 2027

### SPC Five Year Plan's Minimum Goals based on TI Metrics

The following chart outlines goals based on the Toastmaster International stated Key Performance Indicators (KPI) of Club Growth, Membership Payments, and number of Distinguished Clubs. Each Toastmaster year, each category is baselined for the following year to actuals on July 1. The chart below projects that we'll be a Distinguished District in 2025.

Year Ends June 30	Paid Clubs	Member Payments	Distinguished Clubs
July 2022 -2023	Net 0	Net 0	30%
2024	1%	1.50%	40%
2025 D	1.50%	1.50%	45%
2026 D	1.50%	3%	45%
2027 S	3%	5%	50%

D = Distinguished District, S = Select Distinguished District



## TI Performance Goals (for reference)

Percent growth from baseline, July 1 of year

	Paid Clubs	Member Payments	Distinguished Clubs
Distinguished	1.50%	1.50%	40%
Select	3%	3%	45%
President	5%	5%	50%
Smedley	8%	8%	55%

## Marketing Plan

The first task of a newly elected Club Growth Director (CGD) is to develop a marketing plan. Most CGD rely on the foundations of the previous plan or with the experience of the other two Trio members to form the initial plan. Over time, the plan becomes more and more disconnected on where the focus should be to get the most benefit on maintaining growth within District 25.

Here are some of the issues the CGD faces when writing their plan:

- Lack of in-depth knowledge of previous plan successes or failures
- Creating the District budget before it is fully understood where and how much is needed to support the new marketing plan
- Growing new clubs in the first quarter of the Toastmasters year
- Having a small marketing team or a passive marketing team

This plan is not meant to serve as a step-by-step, but more of a guide on how to build the foundation of the marketing plan.

## Accountability

It is recommended for the District Trio to review the District Success Plan (DSP) with the SPC to ensure the SPC monitors the progress of the plan throughout the Toastmasters year. The SPC should provide periodic reports that indicate whether the District marketing plan is on-track or needs realignment to get back on track. Reviewing the DSP with the SPC will also ensure there is clear understanding with how the SPC can help support the marketing team.

## Methodology to Develop Marketing Plan

**Year 1:** The following items are some **suggested** areas to focus on or questions to ask while developing the marketing plan. While it is not an all-inclusive list, they should illustrate the type of areas that can be explored further.

Topic	Sources	Areas to focus on
How to understand the previous plan	<ol style="list-style-type: none"><li>1. Previous CGD</li><li>2. Previous marketing team</li><li>3. Former Trio members</li></ol>	<ol style="list-style-type: none"><li>1. Study current plan as soon after the election as possible</li><li>2. Ask questions about marketing successes and failures</li></ol>

	<ol style="list-style-type: none"> <li>TI dashboards and trending reports</li> </ol>	<ol style="list-style-type: none"> <li>Discuss how new ideas can be implemented</li> <li>Understand geographical constraints – where did the previous plan focus and why?</li> <li>Is there enough or too much focus on retention of current clubs – how do you reduce attrition?</li> <li>Use reports to determine trends and how they relate to current plan</li> <li>Conduct a survey with recently dissolved/suspended clubs to better understand constraints</li> </ol>
How to manage the district budget	<ol style="list-style-type: none"> <li>Current Trio</li> <li>Previous Finance Manager</li> <li>Recognition chair</li> <li>Previous budget</li> </ol>	<ol style="list-style-type: none"> <li>Were the previous incentives effective in growing/retaining clubs?</li> <li>How much will your new ideas cost? Can the budget afford them?</li> <li>Does the cost support the District mission?</li> <li>Start researching and developing your plan within the budget as soon as elected</li> <li>Ask current Finance Manager to explain how budget limits for each category</li> </ol>
How to develop new leads	<ol style="list-style-type: none"> <li>Previous marketing team</li> <li>Previous CGD</li> </ol>	<ol style="list-style-type: none"> <li>Are any leads from previous year viable?</li> <li>Make 10-15 cold calls per month to create 15 min Q&amp;A sessions with key stakeholders</li> <li>Leave marketing material at new business locations that have 200-500 people in the location</li> <li>Have proactive reporting of pipeline</li> </ol>
How to create a marketing team	<ol style="list-style-type: none"> <li>Previous marketing team</li> <li>Previous CGD</li> <li>Former Trio members</li> </ol>	<ol style="list-style-type: none"> <li>Empower all chairpersons to form a committee – extension chair and leads especially</li> <li>Hold marketing team accountable by asking for reports on cold calls</li> <li>Expand teams beyond the marketing team and District</li> </ol>

		<p>Executive Committee to all club members</p> <ol style="list-style-type: none"> <li>4. Include the DEC in the Team</li> <li>5. Over communicate the need to have more leads than just what is sent by Toastmasters International</li> </ol>
--	--	---

**Year 2-5:** Evaluate, expand, adapt, repeat.

## Identify Future Leaders

There is no shortage of leaders in District 25, but our members lack direction on how to channel their skills and energy into serving the District. Creating a direction puts them on a leadership path that motivates them to stay beyond the initial first year of service.

## Diversity and Inclusion

Leaders at every level in District 25 consider diversity and inclusion paramount and approach all aspects of gaining members, encouraging leaders, and retention through that lens.

**Year 1:** Create leadership roadmaps and sample roadmaps.

Roadmaps – Outlines based on skill development and possible positions to obtain those skills in a *‘choose your own adventure experience’* with examples of how some members have navigated those avenues. Mastering of the skills listed should be approached as ongoing training. There are different levels of mastering a skill and it takes practice and improvement.

Sample Roadmaps are created from a wide range of diverse people and avenues to leadership.

*(The following are examples only)*

Leadership Roadmap:

Personas	Possible Roadmap 1	Possible Roadmap 2
Club Growth Director	<ul style="list-style-type: none"> <li>- Club Officer: 3 skills learned</li> <li>- Area Director: 3 skills learned</li> <li>- Etc.</li> </ul> <p>(link skills sheet here)</p>	<ul style="list-style-type: none"> <li>- Club Officer</li> <li>- Conference Chair</li> <li>- Etc.</li> </ul> <p>(link skills sheet here).</p>
Division Director	<ul style="list-style-type: none"> <li>- Etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Etc.</li> </ul>

Sample Roadmap:

Personas	Actual Roadmap	Skills Acquired
<b><u>District Director</u></b> <b><u>Jamie Pickering</u></b>	Club Officer (multiple)	<ul style="list-style-type: none"> <li>- Expand Toastmasters knowledge</li> <li>- Tips for making club successful</li> <li>- First level Leadership</li> <li>- Etc.</li> </ul>
	Area Director	<ul style="list-style-type: none"> <li>- District Organization</li> <li>- Motivating People</li> <li>- Coaching and Mentoring</li> <li>- Practice your follow through/up</li> <li>- Etc.</li> </ul>
<b><u>Division Director</u></b> <b><u>Setma Maddox</u></b>		<i>Fill in path</i>
<b><u>Conference Chair</u></b> <b><u>(Insert Name)</u></b>		<i>Fill in path</i>
<b><u>Contest Quality</u></b> <b><u>(Insert Name)</u></b>		<i>Fill in path</i>

**Year 2:** In order to produce a diverse and inclusive list of future potential leaders, create and implement a structure for the Leadership Open House to include items like a mentoring program to develop future leaders. Also, create a process around the members identified in the Area Director reports to include in the Open House and other opportunities.

**Year 3 - 5:** Evaluate, expand, adapt, repeat.

## Mentor and Retain Current Leaders

Step one of any leadership program is having a member say yes to volunteering for a leadership position. Step two is making sure they are successful at that position. Step three is to motivate them to continue saying yes to future opportunities. Seems like a simple plan, no?

Here are some of the roadblocks most leaders face:

- Managing priorities of assignments
- Having a work/life balance
- Procrastinating deadlines; then rushing to complete the action
- Having minimal training opportunities
- Knowing where to turn to get answers

This plan will outline some suggestions on how to mentor and retain current leaders.

## Accountability

The SPC should be an active part of mentoring the current and future leaders. During the meetings with the Trio, the SPC should get feedback on progress for establishing and retaining leaders.

## Mentoring

A mentor is defined as a person who has the knowledge to guide the protégé for the leadership position they currently have or are seeking. They should primarily listen and offer suggestions that help guide the protégé towards a solution. The protégé should plan all meetings and provide a written agenda prior to or at the beginning of the meeting. This will help the meeting stay on track.

The following should be the minimum that is implemented in each Toastmasters year:

1. Division Directors should meet with Area Directors at least once a quarter in addition to the District Executive Committee/Training meetings
2. Trio should meet with the Division Directors at least once a month; one-on-one sessions can be established if needed
3. Trio should meet with the Finance Manager, Public Relations Manager, and Administrator Manager at least once a month
4. All Trio members should have at least one mentor. A former Trio member is an excellent choice but is not required. Meet with this mentor at least once a month.
  - a. The Club Growth Director (CGD) should begin their mentoring sessions as soon as possible after the Annual Business meeting. See marketing plan for focus areas.
5. SPC should meet with the Trio a minimum of once a Toastmasters quarter; more regularly if more discussions are needed. SPC should be focused on how to support the Trio. SPC and Trio discuss important updates from Toastmasters International.

The meetings described in 1-5 above should focus on, but not be limited to:

1. Review Action Items from last session
2. Where are they (status of functional area)
3. What help they need
4. What questions they have
5. What guidance is needed
6. What's on the horizon (next steps to be successful)
7. Plan Action Items for both parties

Meetings are virtual or in person and of a length that satisfies the need. They can be quick 15-minute chats or longer multi topic meetings. Meetings should allow for one-on-one time but should also allow for group meetings.

## Retaining

The District has seen many leaders complete one year of leadership and then quickly become a Plain Old Toastmaster (POT) again. We need to find ways to develop the current leaders to continue their leadership journey.

The following are some suggestions on how to retain leaders:

**Year 1:** Create/update leadership Roadmaps (outlined in section: Identify Future Leaders) to achieve their desired leadership position. It should be clear there is more than one way to achieve it but having a plan will give them something to work towards.

**Year 2-5:** Develop process to implement the following:

1. Address burn-out
2. Find leadership roles that match the skillsets of the member while challenging them to stretch themselves.
3. Address juggling of responsibilities; personal, career, etc.
4. Understand there is no one-size-fits-all method of retaining leaders. Use different communication styles to best communicate with the current leaders.
5. How to establish a 'bench' using the previous and current leaders and have them help with successors.
  - a. How to find an assistant for all leadership positions. And what to do with one once you have it.