SERVICE WOMEN'S ACTION NETWORK

YOUR VOICE, AMPLIFIED

Strategic Plan

FY 2017-2020

Booz | Allen | Hamilton

FORWARD

A MESSAGE FROM OUR CEO

As Chief Executive Officer (CEO), I am honored to present the Service Women's Action Network (SWAN) Strategic Plan as a roadmap to support, connect and advocate for service women past, present and future.

Through the goals and objectives set forth within this plan, SWAN aims to become the nation's largest, most influential and effective network of service women. I firmly believe this strategy will enable us to advance the rights of service women and women veterans today, and pave the way for their growth tomorrow. The success of this effort requires the active participation and support of the entire SWAN community in order to bring about all needed changes. As CEO, I fully embrace this plan and look forward to implementing it alongside you in the months and years to come.

Judy Patterson

VISION

Our vision is to be the nation's largest, most influential and effective network of service women -- advancing their rights today, paving the way for their growth tomorrow.

MISSION

Our mission is to support, connect and advocate for service women past, present and future.

GOAL 1: Advocate for the rights of service women to promote their professional and personal growth.

OBJECTIVE 1.1

Define and implement a prioritized engagement plan that supports how SWAN will educate and mobilize key stakeholders and members.

OBJECTIVE 1.2

Explore the feasibility of establishing a 501(c)(4) arm.

GOAL 2: Connect service women with SWAN, peers and the broader community.

OBJECTIVE 2.1

Better define what community support means for service women, and what role SWAN plays.

OBJECTIVE 2.2

Develop an action plan to expand service women's community and network to align with annual plan.

GOAL 3: Deliver programs and access to resources to meet the needs of service women.

OBJECTIVE 3.1

Continue to develop partnerships with organizations who can provide resources for service women that align with the annual plan.

OBJECTIVE 3.2

Create an on-line resource portal, aligned with the annual plan, by working with other providers.

OBJECTIVE 3.3

Refine and build upon the education program through the Service Women's Institute and ensure it is aligned to community, advocacy and programs.

GOAL 4: Build and sustain an effective, appropriately resourced organization.

OBJECTIVE 4.1

Create an annual plan.

OBJECTIVE 4.2

Strategically increase and diversify funding sources.

OBJECTIVE 4.3

Develop a clear staffing model and resident expertise to support organizational goals and requirements.

OBJECTIVE 4.4

Strategically enhance a membership strategy (e.g. definition, tiers, etc.) in order to increase membership.

OBJECTIVE 4.5

Strategically enhance Board Member diversity and engagement.

OBJECTIVE 4.6

Strategically enhance and implement a volunteer program to support SWAN.

OBJECTIVE 4.7

Develop and integrate a cohesive communications strategy for both internal and external audiences.

GLOSSARY

- **Annual Plan:** The team approach for the upcoming year detailing how the priorities will be fulfilled through the pillars in order to achieve the strategic plan.
- **Goal:** Overarching, brief statement of intent that provides focus for planning.
- **Mission:** A brief, concise definition of an organization's basic purpose.
- **Objective:** Specific steps that an organization must take, in conjunction with other related objectives, to accomplish a goal.
- **Pillars:** Primary means of fulfilling the priorities, such as community building, advocacy and programming.
- **Priorities:** Top annual issues and activities of the organization determined through annual survey, staff, and other inputs, approved by the Board, and aligned with the organization's strategic plan.
- **Strategic Plan:** The team approach that defines its vision, mission, goals, and means of accomplishing a desired outcome. A strategic plan also defines the means used to measure an organization's progress in addressing specific problems, needs or challenges.
- **Strategy:** A prudent idea or set of ideas for employing the instruments of the organization in a synchronized and integrated fashion to achieve the vision and mission.
- **Vision:** A quantifiable statement which outlines an organization's future success over the next strategic planning horizon.

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