



# UNWLA Strategic Planning

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# UNWLA Strategic Planning

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## Have you thought about:

- What kind of an organization do we want to be in 3 years, in 5 years?
- Do we have a roadmap for getting us there?
- What are our strengths? Our weaknesses?
- What threats do we face as an organization?
- Do we have opportunities we are not taking advantage of?
- Are we making decisions that align with our mission and vision?
- Are funds being used for the greatest impact?
- Are we managing change or are we simply doing what we have always been doing, and in the same way?
- Do we know if we are making progress?



These and other questions are answered in a Strategic Plan

# UNWLA Strategic Planning

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## What is Strategic Planning and why is it important?

**Strategic Planning** is a roadmap that defines where we want to go and what we want to accomplish as an organization.

**Why is it Important?** Strategic Planning allows us to anticipate and prepare for change. Without an effective strategic plan we may react in a hurried, scattered way to unanticipated circumstances.

### **Know your strategic goals**

*If you don't know where you are going, any road will get you there.*

L. Carroll



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Although Strategic Planning is still a work in progress, we have asked each Standing Chair to identify a major objective and the specific goals to be achieved by the end of 2023.



# Key Performance Indicators

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We also identified one **Key Performance Indicator**, or **KPI**, linked to each objective which will be a measure of the progress we are making toward that goal.



## Why are KPIs important?

- **Keep Branches aligned:** KPIs keep our members moving in the same direction so that our impact is multiplied.
- **Provide a health check:** KPIs give us a realistic look at the health of our organization
- **Make adjustments:** KPIs help us see successes and failures so we can do more of what's working, and less of what's not.

# UNWLA Strategic Objectives, Goals and KPIs

# Strategic Objectives, Goals and KPIs

UNWLA STRATEGIC OBJECTIVES AND GOALS	KEY PERFORMANCE INDICATORS
<p><b>ADVOCACY:</b> Build an Advocacy team that will advocate at local, state and federal level on issues of importance to Ukraine</p> <p><b>Goal #1:</b> Engage, educate and empower members to advocate on local, state and federal level for Ukraine</p>	<p># of UNWLA members who reached out to a member of congress (via email, telephone or in-person meetings)</p>
<p><b>ARCHIVES:</b> Develop, communicate and maintain a UNWLA archiving system</p> <p><b>Goal #1:</b> Ensure our membership is informed and knowledgeable about UNWLA archiving policies</p> <p><b>Goal #2:</b> Develop Records Management/Retention Guidelines</p>	<p>Guideline created for Archiving and Records Retention</p>

# Strategic Objectives, Goals and KPIs

UNWLA STRATEGIC OBJECTIVES AND GOALS	KEY PERFORMANCE INDICATORS
<p><b>ART and MUSEUM:</b> Increase Museum membership and publicize its events</p> <p><b>Goal #1:</b> Grow the number of Museum members amongst our UNWLA membership</p> <p><b>Goal #2:</b> Publicize events at the Museum</p>	<p>% of our membership that are members of The Ukrainian Museum (NY)</p>
<p><b>COMMUNICATIONS (PR &amp; Social Media):</b> Increase organization's visibility and positive image both within the UNWLA and externally, regarding UNWLA's mission and projects</p> <p><b>Goal #1:</b> Increase visibility and positive image <u>Externally</u> through both print and social media</p> <p><b>Goal #2:</b> Increase visibility and positive image <u>Internally</u> through weekly newsletter and ensuring compliance with our brand</p>	<p>Rate of Engagement for Social Media (Facebook, Instagram, You Tube) and our website.</p> <p># of articles published in the press</p>

# Strategic Objectives, Goals and KPIs

UNWLA STRATEGIC OBJECTIVES AND GOALS	KEY PERFORMANCE INDICATORS
<p><b>CULTURE:</b> Support Branches in creating greater awareness of Ukraine's rich culture and heritage among both Ukrainians and non-Ukrainians</p> <p><b>Goal #1:</b> Increase the # of Branches that showcase Ukrainian art forms in the US to Ukrainian and non-Ukrainian audiences</p> <p><b>Goal #2:</b> Increase the number of cultural events/exhibits across Branches</p>	<p># of Branches who held a cultural event/exhibit</p>
<p><b>EDUCATION:</b> Support Branches in creating greater awareness regarding Ukraine's historical and current events</p> <p><b>Goal #1:</b> Support Branches in providing information/ education regarding Russia's past and ongoing crimes against the Ukrainian people.</p> <p><b>Goal #2:</b> Increase the number of educational programs/events across the branches</p>	<p># of Branches holding educational programs/events</p>

# Strategic Objectives, Goals and KPIs

UNWLA STRATEGIC OBJECTIVES AND GOALS	KEY PERFORMANCE INDICATORS
<p><b>FUNDRAISING:</b> Build a donor program and obtain funds in support of the UNWLA and all of its programs</p> <p><b>Goal #1:</b> Identify and implement fundraising opportunities</p> <p><b>Goal #2:</b> Develop and maintain a database of donors and volunteers</p> <p><b>Goal #3:</b> Implement planned fundraising initiatives to help the organization meet financial goals</p>	<p>Dollars raised through all channels</p>
<p><b>MEMBERSHIP:</b> Expand and strengthen our membership</p> <p><b>Goal #1:</b> Grow new Branch and MAL membership by 15% by end of 2023</p> <p><b>Goal #2:</b> Increase by 5 the number of new Branches by end of 2023</p> <p><b>Goal #3:</b> Strengthen our membership through a Member Recognition Program and a Leadership training program</p>	<p>Total growth in membership</p> <p>Total growth in # of Branches</p>

# Strategic Objectives, Goals and KPIs

UNWLA STRATEGIC OBJECTIVES AND GOALS	KEY PERFORMANCE INDICATORS
<p><b>SCHOLARSHIP/SPONSORSHIP:</b> Support and promote education for Ukrainians abroad and in Ukraine</p> <p><b>Goal #1:</b> Increase participation in the UNWLA Scholarship-Sponsorship program</p> <p><b>Goal #2:</b> Advertise the UNWLA Scholarship-Sponsorship program</p>	<p># of stipends distributed</p>
<p><b>SOCIAL WELFARE:</b> Provide humanitarian support to Ukraine and Ukrainians in need in the USA</p> <p><b>Goal #1:</b> Raise \$500,000 to provide for Ukraine's winter needs</p> <p><b>Goal #2:</b> Support Branches in their fundraising efforts for medical supplies, war victims and displaced orphans</p> <p><b>Goal #3:</b> Support Ukrainians in need in the USA</p>	<p>\$s raised for winterization project</p> <p># of events conducted by the Branches to help the needy in the USA (refugees, elderly people, etc.)</p>

# Achieving Success by Working Together

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We need everyone's support to achieve these program goals that align with our mission. This is not an effort placed solely on the shoulders of Standing Committee Chairs.

**We all need to work together**  
to achieve our goals.



# Measuring Our Health

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How do we know if we have a healthy, vibrant organization?



By the end of 2023, the sole indicators of the health of the UNWLA come down to:

**Have we raised more money?**

**Have we attracted more members?**

# Discussion / Questions?