

2025-26 Strategic Plan

Mission: Advancing Equity for Women and Girls through Education, Empowerment, and Advocacy

Values: Nonpartisan. Fact Based. Principled. Inclusive and Intersectional.

Vision: Equity for all

Committee	Goal	Activity (steps to achieve the goal)	Expected Outcome and Measurement Strategies	2025-26 Update to Board
President/PE w support from Board and Nominating Committee as appropriate	(1) Develop Future Leaders for AAUW Redlands Branch (Chamber of Commerce Leadership Redlands)	Advertise Leadership Redlands in Branches and Twigs.		In December 2025, President will inform the board if any AAUW members have been accepted into 2026 Leadership Redlands.
		Provide a scholarship to an AAUW person who participates in Leadership Redlands	Have at least 1 AAUW member participate in Leadership Redlands in 2026.	Quarterly the LR participant updates on their activities in the program by either attending a board meeting or authoring a Branches and Twigs article (March, June, Sept, Dec). After program completion, LR participant presents about their experience and learnings at a branch meeting.
		Personally invite good candidates to apply for Leadership Redlands		
		Let Nominating Committee know who the LR participant is and encourage them to find a role for them in 2026-2027 or 2027-2028.	Have participant take on a leadership role in AAUW Redlands branch in 2026-2027 or 2027-2028.	In final quarterly report (Dec 2026) indicate how the participant sees their future contribution to AAUW and give the board feedback on the usefulness of the program for future participants.
	(2) Develop Future Leaders for AAUW Redlands Branch (Board Member-at-Large)	Explicitly ask Nominating Committee to look for leadership potential as they find candidates for M@L.	Nominating Committee considers M@L for a future board position. Over time, a majority of the M@Ls become branch leaders.	(1) August or Sept Board meeting, report to the Board how the M@L will be included this year.
		When orienting M@L, find specific ways they can contribute in a given year. These may be different each year depending on the people and the branch needs.		
		M@L each attend three times a quarter a meeting of the following key committees: Archives, C/U Partnerships, DEI/Racial Justice, Fundraising, NYMS, Programs, Public Policy or STEM Initiatives.	M-@-L take on a board, major project chair, or support role in the future. Over time, a majority of the M@Ls become branch leaders.	(2) In June, ask M@L to convey to the Board how they see themselves contributing to AAUW in the future.
		Give M@L a broad view of the branch by including them in two P/PE meetings.		
		Periodically, check in w M@L to see how they are coming along.		

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	(3) Develop Future Leaders for Redlands Branch (Key Committee Chairs)	Further expand institutional knowledge and bench depth by actively seeking to replace key committee chairs every two to three years.	Annually replace or rotate two+ key committee chairs with new chairs. Encourage chairs to co-lead their committee.	Review leadership changes during annual yearbook publication cycle and report changes at summer board mtg.
President, Communications, and Finance (Sustainability, Education, Leadership)	(1) Improve the ability of Board members and key committee chairs (both elected and appointed) to use our Microsoft tools effectively	Every board member, committee chair, and interest group chair is given an @AAUWRedlands.org account.	During the summer, new accounts are given to new board members, committee chairs, and interest group chairs with instruction on how to activate and use the account. Accounts will be given to committee members on the request of a chair.	Teams manager reports to the Board at the summer meeting those who have a Teams account.
		Written documentation on how to use Outlook and Teams for mail, meeting and calendars will be posted in the AAUW Redlands CA channel files. A recap of available Teams training resources will be communicated to all board members, committee chairs and interest group chairs annually.	In October, voting Board members will report that they can access Outlook and Teams. At least 50% of committee chairs (both elected and appointed) are using Teams and have their committee members added to their Team channel if needed.	Teams manager reports a list of committees/channels using Teams in January and June.
		Individual consultation sessions will be available for members to ask questions and get their Teams and Outlook properly configured for easy use.		
		Periodic tutorials will be held on Outlook and Teams topics, identified by Beginner, Intermediate or Advanced topics.	An annual schedule of tutorials/topics will be created and conducted each year. Each tutorial will include an evaluation and a solicitation for future topics.	Teams manager provides a recap of tutorial frequency, ~ attendance, participant satisfaction and recommended new topics to the board in January and June.
		2025-26 New Teams training topics: How to manage multiple Teams accounts. How to save documents: OneDrive vs Teams (preferred protocol).		

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		Improve the retention of branch documentation in Teams.	By October, voting Board members will have assigned a committee member to ensure the upload to Teams of relevant documentation for their channel. At least 50% of committee chairs (both elected and appointed) have uploaded files to their shared files area. At least 50% of committee chairs (both elected and appointed) are working with Archives to retain relevant electronic documentation.	Microsoft 365 Teams manager reports a list of committees/channels using Teams in January and June (same as above). Archives chair reports a list of committees/channels saving documents for archiving in January and June.
	(2) Improve the financial literacy of the board and key committee chairs.	Each summer or early fall treasurer and/or assistant treasurer delivers a seminar on how to read branch financial reports to new board members and key committee chairs	Board members express confidence in reading the financial reports and asking questions about branch finances.	Annual completion.
	(3) Improve the mission budgeting process to clearly express the amount of mission work that can be afforded in the budget cycle.	During budgeting, mission activities will be clearly specified, enumerating all scholarships with a bottom line budget for all mission activity.	The board and Fundraising committee know how much money needs to be raised in the given fiscal year.	Total scholarship budget for upcoming fiscal year is communicated to board annually in March.
Fundraising	(1) Ensure the branch has sufficient sustained income to support current mission activities and to expand the mission activities in line with other Strategic Plan goals.	Fundraising chair works with the Budgeting Team to establish annual goals for Fundraising committee. Generate additional AAUW Redlands event sponsorships, grants written, and community and member donations. Focus on increasing community donations and sponsorships. Quarterly, update and review Fundraising's potential donor spreadsheet to create action items and timelines for individual and group fundraising appeals.	Fundraising Chair actively engages in the budget process to ensure reasonable yearly goals. Annually communicate to Fundraising committee the fiscal Mission and STEM Initiatives budgets. Ensure review of year-to-date Mission and STEM Initiatives budgets/expenses happens at least three times each fiscal. Increase annual Mission Fund and STEM Initiatives revenue by a minimum of 10%+ annually over the next 5 years. Quarterly assess compliance and progress with donor action planning.	Review Fundraising budget and year to date results with board periodically (Sept, Jan, May) giving special focus to non-member donation activity.

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		Engage membership in fundraising activities through newsletters, branch meeting updates, and participation on Fundraising committee.	A minimum of six articles about fundraising appear in Branches and Twigs annually, such as solicitations for STEM Adopt a Girl, FilmFest and Bridge Scramble attendance, etc.	
STEM Initiatives: U of R and MSJC Conferences and Tech Trek	(1) Ensure the long-term sustainability of STEM Initiatives by developing continuing leadership in this area.	Tech Trek leadership and STEM conference sub-committee leaders document a description of their role and list the duties they perform (preferably in chronological order) or perform in conjunction with their designated subcommittee members.	Post 80% or more of the STEM and Tech Trek leadership role/duty lists on TEAMS.	Report to board activity/outcome completion by June 2026.
	(2) 2025-26 Explore creating a Tech Trek Alumni group.	Seek a Redlands branch Tech Trek Alumni leader for 2026-27. Investigate available National and CA resources that support implementing an AAUW Redlands TT Alumni group.	Tech Trek Alumni leader (or co-leaders) identified by June 2026.	Report to board activity/outcome completion by June 2026.
Public Policy and DEI Partnership	(1) Educate our local communities about the risks of censorship of curricula and libraries in local public schools, advocate for diversity programs, support our professional educators, and advocate for protections of LGBTQ+ and other students against discriminatory policies.	Continue to educate the board and branch about these issues using AAUW CA webinar and tool kit information, as well as through Branches and Twigs articles and at branch meetings. <u>Provide link to AAUW CA webinar 2023</u> Have a regular presence at RUSD School Board meetings. Distribute AAUW CA flyers that counteract misleading information about Public Education that is being spread by other groups. Have regular updates in Branches and Twigs about observations at school board meetings.	At least 10 branch members have viewed the webinar. Have AAUW members attend 80%+ school board meetings. Solicit supply of flyers from AAUW CA for membership and community distribution. Publish a Branches and Twigs article increasing awareness and informing our membership at least twice during the year.	Report to board quarterly, with a report of activity completion by June 2026.

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Public Policy	(1) Protect and advocate for equality and women's rights.	Participate in CA Lobby Days. Conduct a candidate forum and/or proposition forum to enable the local electorate to become informed of who is running for offices and CA propositions prior to primary and general elections.	Ensure at least one meeting with an elected official, monitor one or more school board meetings (via zoom), and conduct at least one forum in the local community.	
	(2) Ensure sufficient AAUW Redlands Public Policy and community advocacy activity to achieve three of the six defined 2026 Five Star Public Policy and Advocacy criteria goals.	Sufficiently support our Public Policy committee chair to achieve a minimum of two of the following five activities: (a) Conduct a meeting with an elected official regarding an AAUW public policy position (b) participate in CA lobby day (c) Hold a program on a policy topic related to AAUW policy principles and priorities (d) conduct a voter registration or education event or (e) organize a group action, such as letter-writing, attending a school board meeting, hosting a town hall aligned with AAUW Action Network calls to action.	Monitor members' Public Policy activity, such as meetings with elected officials, CA lobby day activity, local educational forums on candidate or proposition positions prior to elections, and RUSD schoolboard activity.	Provide monthly Public Policy activity updates at board meetings. Compile activity review for Five Star survey completion by April 1 and year-end branch summary report by June 30, 2026.
	(1) Library Phase: Set up the system and process for online information storage, implemented and overseen by Archives committee members. Goal: Each of the Teams channel's file folders are set up in a systematic way with sub-folders holding information used by board members and committee chairs for easy access and storage purposes.	Archive Committee members will be assigned to oversee and assist each board member, committee chair, (and sub-committee person when appropriate) to become familiar and work toward uploading files, accessing, and sharing documents and/or photos. Archive committee along with each board member, committee chair, etc. will design each Teams' channel in a systematic way that is both similar between each channel AND specific to the needs of each channel. Committee members will contact and assist in education and implementation of tasks of the "owners" and their channels as needed.	By the end of the fiscal year, each board member, committee chair (and sub-committee person when appropriate) will: (1) Demonstrate independent familiarity with accessing Teams, their channel and sub-folders. (2) Demonstrate success 75% of the time independently doing the following tasks; uploading files, accessing forms, etc., and sharing information. Interest groups will be addressed no later than 2026-2027.	Report to board the rate of board member and committee chair (and sub-committee members when appropriate) compliance with Teams file folder set up and usage by June 2026.

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Archives	(2) Find the best online format that will endure over time, so saved information continues to be viable and accessible for as long as foreseeable.	Research to find the best affordable online format that will endure over time. Present Archive committee format recommendation to board for review and concurrence.	Ensure information saved in Teams by board members and committee chairs (and sub-committee members when appropriate) complies with best online format approved by board.	Confirm to board by June 2026 that Teams users are in compliance with using recommended best online format.
	(3) Establish a safe space for Archival hardcopies.	(1) Research and access information about appropriate storing of archival hardcopies in a storage/workspace locally, and discuss with the board the cost and liability for doing so prior to January 2026. (2) Update, summarize and report current information about and status of the branch's archival realia collection already stored with A.K. Smiley Public Library, including benefits and disadvantages of doing so, in order to determine if more hardcopies should be stored there as an ongoing option.	By Jan 2026, the board is familiar with the options and the budget needed to house and maintain the archival material that is identified as “hard” and “real”, in order to decide whether or not to proceed in making this a budgeted expense for 2026-27 fiscal year.	Board is informed about potential Archives budget requirements so a Motion to budget for 2026-27 hardcopy storage can be voted on no later than at the January 2026 board meeting.
	(4) Realia Collection Phase: 2026-27	Establish criteria for determining what hardcopy materials need to be saved in a permanent archive. Accumulate material used for preserving such items over time. Begin to sift through boxes and material already available.	Hardcopy/materials inventory process is underway, with hardcopy/material owners identified and evolving inventory list saved on Teams.	Board is informed June 2026 and 2027 of inventory list status.
		<i>2024-2025 identify new sources of funding for NCCWSL so that we have support for three students every year going forward. Increase the C/U partnership committee to include 2-3 members working with each student group</i>	<i>A strong committee with active members exists. Ongoing funding is secure. Two students were sent to NCCWSL in Summer of 2025. Campus events were attended by at least five students on each campus.</i>	<i>C/U Partnership committee regularly reported to board progress toward annual goal and reported to branch at Sept 2024.</i>

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College /University Partnership	Beginning in 2024-25, five-year goal to have sustained robust partnerships with five area educational institutions: University of Redlands, San Bernardino Valley College, Crafton Hills College, CSU San Bernardino, and Mount San Jacinto College. By 2028-2029 send up to two students from each institution to the annual NCCWSL.	2025-2026 (1) Explore expanding partnership to include CSUSB. Recruit committee members to help with new partnerships. Send at least one to two students to NCCWSL with representation from each of the partnership institutions depending on location and funding. (2) Investigate creating a complementary partnership between C/U Partnership committee and NYMS committee to ensure agreed/integrated approach to our college-level scholarships.	Campus events are attended by at least five students on each campus. Four or more students are sent to NCCWSL in summer 2026. Committee has expanded to allow for partner school expansion. CSUSB has been confirmed as a partner institution. At least one NYM scholarship is allocated to a partner institution.	C/U Partnership committee regularly reports to board progress toward annual goal and reports to branch at Sept 2025 meeting. Expanded NCCWSL budget provided to Budget Committee in Jan 2026, for inclusion in final 2026-27 budget.
		2026-2027 Begin proposed expansion of partnership to MSJC. Explore funding sources for sending students to NCCWSL. Continue to strengthen existing partnerships with at least two on-campus events at the other campuses (CHC, UofR, SBVC, CSUSB). Send one to two students per institution to NCCWSL depending on location and funding.	Campus events are attended by at least five students on each campus. Four or more students are sent to NCCWSL in summer 2027. Committee has expanded to allow for partner school expansion. MSJC has been confirmed as a partner institution. At least one NYM scholarship is allocated to a partner institution.	Report to board in a timely manner the intended campus events for the upcoming year, along with tentative dates and campus approval. Report to the board at the June 2027 meeting regarding NCCWSL funding and attendance. Report to branch at Sept 2026 meeting, including NCCWSL attendees.
		2027-2028 Strengthen existing partnerships and participate in campus events at three of the partner institutions. Have five partner schools in place by Spring, 2028. Send one to two students per institution to NCCWSL, depending on location and funding.	Campus events are attended by at least five students on each campus. MSJC partnership has been made official and campus reps are identified. Five or more students are sent to NCCWSL in summer 2028. Committee remains robust with excited, committed members and additional members are added. At least one NYM scholarship is allocated to a partner institution.	Report to board in a timely manner the intended campus events for the upcoming year, along with tentative dates and campus approval. Report to the Board at the June 2028 meeting regarding NCCWSL funding and attendance. Report to Branch at Sept 2027 meeting, including NCCWSL attendees.

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		2028-2029 Continue partnership strengthening with an on-campus event at each institution (CHC, UofR, SBVC, CSUSB, MSJC). Send two students from each institution to NCCWSL, depending on location and funding.	Campus events are attended by at least 5 students on each campus. Up to ten students are sent to NCCWSL in summer 2028. Committee has expanded to allow for exploration of a CSUSB partnership. A connection at CSUSB has been identified. At least one NYM scholarship is allocated to a partner institution.	Report to Board in a timely manner the intended campus events for the upcoming year, along with tentative dates and campus approval. Include names of all C/U reps at partner schools. Report to the board at the June 2029 meeting regarding NCCWSL funding and attendance. Report to Branch at Sept 2028 meeting, including NCCWSL attendees.
Communication (public relations/community engagement)	(1) Redlands branch meetings and activities will be published in print and online in external news outlets and calendars.	Track Relevant Outlets: contact info, most effective method, style, length and timing of submissions.	A minimum of 10 articles per year about AAUW Redlands branch programming will appear in external news media.	Report to board in January and June 2026 a list of external news articles, easy-access materials on Teams, social media posting frequency and a branding compliance assessment. Assess board members' ability to recite branch mission statement.
		Develop, maintain and track outlet relationships. Utilize digital media to communicate AAUW activities.	Post upcoming branch meetings and fundraising events on AAUW website and social media.	
	(2) Contribute to articulation, representation, presentation of our mission, brand, messaging, focus.	Provide Incoming Board members and committee chairs with an orientation about branding and messaging.	Committee Chairs and Board members are able to recite our mission statement from memory.	
		Branch mission statement will be recited at the beginning of every board meeting and printed in relevant internal and external communication.		
	(3) Keep records of current submissions, archive published articles	Review and provide input and suggestions for external documents.	Review of external communication shows a majority have proper AAUW Redlands branding.	
		Easy-access examples of elevator speech, boilerplate for meetings, descriptions of Redlands branch, style.	Review of available communications support materials readily accessible on Teams.	
		Maintain archive of published articles.	Review of archived articles.	
	(4) Ensure adequate social media activity and publication of National information in newsletter and on website to comply with 2026 Five Star criteria.	Share 3-5 social media posts aligned with AAUW's mission each quarter. Include AAUW National information in Branches and Twigs at least quarterly. Twice annually include updated National info on branch website.	Achieve at least 3 of 5 2026 Five Star Communications and External Relations criteria.	Report to board the specific Five Star Communications and External Relations criteria achieved by April 1 (survey open from 4/1/26-6/30/26).