

Golden West Region 21 Regional Management Team (RMT)
2021 Strategic Plan
Rev 1, 8/16/2021

Note: Any sections formatted in italics are currently defined as placeholders in our plan until we can build consensus on specific wording to replace or eliminate it.

1. **AUTHORITY:** This plan was developed August 14-15, 2021, at a Golden West Region 21 Regional Management Team (RMT) meeting in Gilbert, AZ. This plan has been developed in accordance with our team charter as described in paragraphs 2.2.1 and 2.2.2 below. The following RMT members participated in developing this plan:
 - Andi Rostel
 - Bev Berardinelli
 - Claudia Cannon
 - Darren Hurst
 - Leah Rippetoe
 - Robin Haddock
 - Tammy Myers
 - Victoria Kemsley

2. **MISSION:** The Golden West Region 21 Regional Management Team, chartered by Sweet Adelines International, exists to:
 - 2.1. Collaborating with Sweet Adelines International and the member chapters of the Golden West Region to fulfill the stated mission, vision, and guiding principles of the Sweet Adelines as defined:
 - 2.1.1. Mission: Elevating women singers worldwide through education, performance, and competition in barbershop harmony and *a cappella* music.
 - 2.1.2. Vision: Inspiring and empowering voices to joyfully harmonize the world.
 - 2.1.3. Guiding principles:
 - 2.1.3.1. Musical Excellence: We honor and embrace artistry, education and innovation in the performance of women's *a cappella* music while championing the barbershop style.
 - 2.1.3.2. Culture of Belonging: We create harmony where every voice matters. We foster a culture that provides a joyful place to share our uniqueness within a global community united in song.
 - 2.1.3.3. Diversity & Inclusion: We celebrate our differences as essential to the rich harmony that unites us. As we recognize barbershop's African American origins and learn from our exclusionary past toward women of color, we reject discrimination and unwaveringly strive toward greater awareness, openness and understanding of each other.
 - 2.1.3.4. Personal Empowerment & Leadership: We encourage and empower everyone to lead from where they stand. We foster individual skills, nurture personal growth, and provide education and mentoring to develop strong, effective leaders on and off the stage.

- 2.1.3.5. Outreach: We build strong connections by sharing our love of barbershop harmony throughout our communities, countries and the world.
- 2.2. Fulfilling the charter for the team by performing the following tasks as defined in the Sweet Adelines Regional Management Team Handbook, 4/13, Chapter 1: Team Tools, Section 1-1:
 - 2.2.1. Develops and implements a comprehensive strategic plan that includes long-range plans for which each coordinator is responsible.
 - 2.2.2. Formulates a regional mission statement.
 - 2.2.3. Provides educational programs for all members of the region.
 - 2.2.4. Maintains a viable membership growth and retention program.
 - 2.2.5. Ensures that all financial resources of the region are managed in an effective and efficient manner.
 - 2.2.6. Develops and implements plans for recruiting and training successors.
 - 2.2.7. Appoints a nominating committee.
 - 2.2.8. Utilizes educational opportunities provided by International.
 - 2.2.9. Maintains effective communication with chapters, Chapter-at-Large and Members-at-Large.
 - 2.2.10. Maintains a supportive and positive working relationship among team members.
 - 2.2.11. Defines specific areas of responsibility for each coordinator and the areas in which coordinators have joint (shared) responsibility.
 - 2.2.12. Evaluates regional events, each other, the effectiveness of the team, and team succession planning.
 - 2.2.13. Uses the process of consensus to arrive at team decisions.
 - 2.2.14. Supports the decisions made by the team.
 - 2.2.15. Serves as middle management of and liaison to the international organization; implements and supports decisions made by the International Board of Directors.
- 3. **GUIDING PRINCIPLES:** In addition to the Guiding Principles passed down by Sweet Adelines International leadership defined in section 2.1.3 above, our RMT embraces the following principles that will guide the way we operate together as a team: *(We have assigned sub-teams to more clearly define these principles (words and key definition) with the identified sub-teams (team leader noted by *) committed to providing an input for team discussion no later than our next team meeting 9/11. Our goal is to complete development of these principles (word(s), sentence and narrative) by 10/15.)*
 - 3.1. Impact and passion *(Robin*, Claudia and Leah)*
 - 3.2. Creativity and innovation *(Darren*, Andi)*
 - 3.3. Trust and collaboration *(Tammy*, Bev, Victoria)*
- 4. **VISION:** Between now and May 2023, we aspire to strategically move the Golden West Region forward in the following three areas *(ideas for providing more descriptive/specific destinations are listed below each area):*
 - 4.1. **Reverse declining membership** in our member chapters.
 - 4.1.1. *Increase total membership within our region from AAA to BBB active members.*
 - 4.1.2. *Increase annual new member enrollment from CC to DD members.*
 - 4.1.3. *Increase annual existing member retention from EE to FF% of existing active members.*

- 4.1.4. *Collaborate with individual chapters to set and achieve total membership (and/or new membership and/or retention) growth goals for each chapter.*
- 4.1.5. *Identify most significant drivers for declining membership and develop and deploy creative, executable strategies for member chapters to grow their chapter membership.*
- 4.2. **Expand diversity and inclusion** within our member chapters.
 - 4.2.1. *Publish credible, effective, and agreed to measurements for expansion of diversity and inclusion for our member chapters.*
 - 4.2.2. *Guide, equip and assist GG% of our member chapters in publishing and executing specific chapter plans for expanding diversity and inclusion within their chapters.*
 - 4.2.3. *Publish practical, how-to guides for our member chapters in implementing the diversity expansion guidelines providing by Sweet Adelines International (clarify name of the published policy of International) for use by our member chapters.*
- 4.3. **Improve inter-chapter collaboration** in the pursuit of our common mission, vision, and guiding principles.
 - 4.3.1. *Publish credible, effective, and agreed to measurements for inter-chapter collaboration.*
 - 4.3.2. *Establish and operate inter-chapter teams for sharing best practices around recruiting, membership, training, administration, and leadership (others?).*
 - 4.3.3. *Publish a periodic (TBD) "Best Practice" newsletter to share with member chapters.*
 - 4.3.4. *Plan and execute a periodic (TBD) regional leadership conference.*
- 5. **IMPERATIVES:** We will pursue the following key objectives in the next 90 days to move in the direction of our vision:
 - 5.1. Enhance membership awareness of RMT purpose, identity and plans; build credibility.
 - 5.2. Define how we will measure progress against the three areas of our vision.
 - 5.3. Define and implement strategies for mitigating retention impacts of social polarization and resistance.