



GARDEN CLUB  
OF VIRGINIA

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# *Strategic Plan 2016*

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[www.gcvirginia.org](http://www.gcvirginia.org)



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# *Strategic Plan 2016*

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## Background

Since its inception in 1920, the Garden Club of Virginia (GCV) has connected volunteer civic leaders across the commonwealth who are committed to conserving and preserving the natural beauty of Virginia and to inspiring others to learn more about all aspects of gardening. More than 3300 members in 47 member clubs work together through GCV to have a significant impact through:

- Restoration of historic gardens.
- Increased awareness on important environmental and conservation issues.
- Research Fellowships in historic landscape documentation and Environmental Studies.
- The economic impact of Historic Garden Week that attracts approximately 30,000 visitors annually.
- Education provided through flower shows and symposia.

In anticipation of its second century, GCV has conducted a strategic planning process to ensure that it continues to have a notable impact to ensure the beauty of Virginia and that it is organized to meet the needs of members.

After discussions with 42 club presidents, the board of directors and a number of other members, the strategic planning committee envisions a future that continues to build friendships between a strong network of members across Virginia so that we can continue to lead and inspire on issues related to gardens, landscapes, conservation and restorations.

Over the next five years, GCV will review the way we work with member clubs and the way GCV is governed to ensure we are facilitating collaborations in the best way possible given changing demographics, priorities, and available resources.

## Strategic Plan Committee

Nina Mustard – Williamsburg  
*Committee Chairman*

Jeanette Cadwallender –Rappahannock Valley  
*President*

Lynn McCashin – GCV  
*Executive Director*

Vicky Alexander – Hunting Creek

Sugie Battin – Augusta

Tory Brock – GCV

Candy Crosby – Albemarle

Anne Cross – Ashland

Tricia Garner – Rappahannock Valley

Jean Gilpin – Winchester-Clarke

Celie Harris – Winchester-Clarke

Anne Heller – GCV

Kathy Knollmann – GCV

Quan McGough – GCV

Karen Ellsworth – GCV

Susan Robertson – James River

Betsy Worthington – Lynchburg

Susan Wight – Princess Anne



## Overview of a Strategic Plan

A strategic plan provides the focus and framework for GCV to carry out its work. The plan has two sections:

The high-level **STRATEGIC PLAN** will last roughly five years, perhaps more and includes:

**The Mission:**

Who are we and what do we do?

**The Vision:**

What will we achieve if we are successful in our mission?

**Core Values:**

What are the values that guide our behaviors?

**Strategy:**

How will we accomplish our mission?

**Focus Areas:**

What are our primary goals?

The **IMPLEMENTATION PLAN** will be refreshed annually or biennially and addresses:

**How**

will we reach each goal?

**What actions**

will we take in the next two years?

**When**

will we take the steps?

**Who**

is responsible?

**What outcomes**

do we hope to see?





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## STRATEGIC PLAN

### **Our Mission:**

to celebrate the beauty of the land, to conserve the gifts of nature and to challenge future generations to build on this heritage

### **Our Vision:**

an environmentally sound Virginia, where beauty and historical significance in the landscape abound.

### **Core Values:**

Our behaviors will be guided by Community, Inspiration, Leadership and Stewardship

### **Our Strategy:**

to work in partnership with member clubs to strengthen the impact of statewide efforts and to provide resources for member clubs.

### **Our Areas of Focus:**

member clubs, centennial, governance, educational programs and events, and communications.



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## Our Mission

Our mission: to celebrate the beauty of the land, to conserve the gifts of nature and to challenge future generations to build on this heritage.

## Our Vision

Our vision: an environmentally sound Virginia, where beauty and historical significance in the landscape abound.

## Core Values

Our behaviors will be guided by our core values:

### Community

We foster fellowship and friendships.

### Inspiration

We cultivate beauty in the environment.

### Leadership

We challenge ourselves to be in the forefront of important issues that affect the beauty of Virginia, and we initiate conversations and collaborations.

### Stewardship

We value and respect the resources committed to us, and we work to preserve and protect the historic, scenic and environmental treasures of the commonwealth.

## Our Strategy

GCV was founded in 1920 to enable garden clubs across Virginia to work together to have a collective impact that clubs could not have working individually.

Our reason for existing remains the same today. GCV's strength is the ability to work with other leaders to perpetuate the beauty of Virginia, thereby forming lifelong friendships.

We will look carefully at the details of how we make this statewide collaboration work now and what we can do to help ensure that GCV is positioned to bring substantial value to the next generation of members.

## Focus Areas and Goals

### Member Clubs

*Goal:* To energize and strengthen the relationship between GCV and member clubs.

1. Review expectations and requirements for member clubs to ensure they are equitable and to look for ways to provide flexibility when needed.
2. Increase the emphasis placed on districts.
3. Increase GCV office support to member clubs in areas where centralization is more efficient.
4. Enhance the value that members receive at GCV meetings through educational opportunities, member recognition and idea sharing.



## Focus Areas and Goals

### The Centennial

*Goal:* Create a centennial celebration that is visible and lasting, is statewide in reach, unites member clubs, and garners statewide publicity for GCV.

1. Complete and communicate the Centennial plan.
2. Provide education to GCV members and the general public through Centennial events.
3. Support the Virginia State Parks as our Centennial project.
4. Plan Centennial events to mark the occasion of the hundredth anniversary.
5. Increase public awareness of our mission and work.

### Governance

*Goal:* Align and clarify the roles of the board, committees, and professional staff.

1. Document (or update) and communicate roles and responsibilities of volunteers and staff.
2. Expand the role of the Executive Committee and the Human Resources committee.
3. Establish standard processes that ensure GCV's resources are deployed in the best interests of the members as a whole and in a way that provides transparency in decision-making.
4. Provide greater value for the time and money invested in the Annual and Board of Governors meetings. (See #4 under Member Clubs)

### GCV Educational Programs and Events

*Goal:* Evaluate each GCV program to ensure that it supports our mission, supports our member clubs, and is sustainable. (Note: Examples of annual programs include Flower Shows, Symposium, Conservation Forum, Horticulture Field Day, HGW, and Research Fellowships.)

1. Design an overall process to evaluate programs.
2. Analyze available data, including attendance, financial information, and input from member clubs.
3. Develop recommendations for any changes to existing programs.
4. Consider new programs using the process developed in #1 above.
5. Develop and implement a process for review and approval of recommendations.

### Communications

*Goal:* Provide effective communications between all constituents, including GCV and member clubs, the board / committees and professional staff, GCV / member clubs and the general public.

1. Review all current publications for brand consistency and expense.
2. Develop an internal communications strategy for member clubs, the board, committees, volunteers and professional staff.
3. Use technology to enhance communications, providing support as needed.
4. Develop an external communications strategy to increase exposure for all aspects of GCV and member clubs.

## Implementation Plan

The Implementation Plan, presented as a separate document, addresses the goals we expect to accomplish over the next two years. That plan will be refreshed as a part of the transition for subsequent GCV Presidents.