



EVOLVE

— 2024 Plan of Action —



How can we evolve?

By providing the best possible platform and resources for our members to deliver impact and develop as changemakers, we will be able to create impact and evolve as an organization. This will involve putting the member - the young changemaker - as the hero of the story and providing resources to make them successful on their journey.

For our organization to be successful, we must stay true to our core philosophy. Inspiring confidence, uniting communities, enhancing equal opportunities, establishing justice, embracing cultural diversity, and creating sustainable impact is what we do. Our Plan of Action must reflect these and bring tangible action to our high ideals and values.

To accomplish this, there are three main objectives for 2024 that are stretch goals - goals that will challenge us and are major undertakings. The other parts of the Plan of Action will make up operational pieces to continue to serve and grow our collective mission. In 2024, we will evolve through Thought Leadership, Expanding the Mission, and Growing Collective Impact.

- **Establishing Thought Leadership**

We will establish JCI USA as the thought leadership organization for young change makers.

- **Expanding the Mission**

We will expand the Jaycee movement within our current local chapters and in new markets.

- **Growing Collective Impact**

We will increase organizational engagement and impact through external partnerships.

ESTABLISHING THOUGHT LEADERSHIP

We will establish JCI USA as the thought leadership organization for young changemakers.

Establishing JCI USA as an industry leader for developing young change makers will differentiate the organization and provide a more visible and credible platform for its members.

Key Results - How will we know we've succeeded?

- Create an ongoing survey of young change makers to identify challenges and areas of opportunity with 1,000 participants in 2024
- JCI USA Newsletter subscriptions increased by 5%
- 5% increase in the quantity of social media followers

Tactics to Accomplish - What will we do to be successful?

Showcase JCI USA through digital assets

- Revitalize the JCI USA website as a primary source for organizational and historical information
- Implement Learning Management System (LMS) that will allow JCI USA to onboard members and share knowledge.
- Create thought leadership materials that engage and entice prospective members (i.e. 5 ways to be a changemaker in your community)
- Create further reach of social media through paid social to get prospective members to enter the membership funnel
- Leverage automated membership funnels and data collection through email campaigns and other tools
- Enlist internal and external brand ambassadors
- Develop video platform for engaging and informing members to serve as an engagement mechanism on a quarterly basis (JCI USA TV)
- Ensure our social media content is consistent in message/wording and that we are posting relevant content in a consistent manner.
- Provide local chapters templates for general social media content that is used to attract prospective members, including for common general chapter activities.

Develop young changemaker thought leadership content

- Create a video library with a minimum of 12 videos that will enhance the member experience and drive new initiatives for membership retention
- Create a skills development training program that can be implemented by state and local chapters
- Add 3 new training topics in alignment with market research and focus groups of millennials/Gen Z

Leverage the four areas of opportunity

- Automate the data collection of prospective and current members to identify their interests and send relevant offerings/promotions to them
- Collaborate with JCI and other partners to build out value behind the four areas of opportunities

Guiding Questions

- How can we most effectively serve young people across the country?
- Who is the hero of the story and why?
- What are the challenges of young changemakers and how can we help solve them?

EXPANDING THE MISSION

We will expand the Jaycee movement within our current local chapters and in new markets.

Having a tangible membership growth plan is imperative to surviving and thriving. External growth in new markets combined with internal engagement and building higher retention will improve membership and the scalability of the JCI USA mission.

Key Results - How will we know we've succeeded?

- Establish a local chapter in every state
- Increase local chapter extensions to 35 (350 local chapters x 10%)
- Ensure 100% of all local chapters meet the Under 20 Bylaw requirement through support
- Grow the total membership by 10%
- Increase 18-24-year-old membership to be 25% of overall membership
- Create membership affiliate model for developing chapters

Tactics to Accomplish - What will we do to be successful?

Grow the impact of the organization through membership growth and engagement

- Develop a new member welcome packet and onboarding process
- Development of an in-depth membership expansion plan
- Increase feedback loops to collect data on member interests in order to increase engagement
- Membership Affiliate Membership Model as an avenue to charter new chapters in new markets
- Create resources for members to learn best practices for recruiting members and develop skills

Continue building structural supports and processes for levels of the organization

- Establish an officer candidate academy for local, state, national, and international positions
- Revitalize the JCI USA website as a primary source for organizational and historical information
- Develop a platform for universal support (i.e. resources, training, onboarding, etc.)
- Update support materials and JCI USA store
- Implementation of JCI USA Alumni program which will financially support growth of organization.

Continue building relationships across the levels of the organization

- Create bi-annual "come together" days and trainings (Topic examples: mental health, DEI)
- Provide virtual lead-up series prior to national conventions.
- Host quarterly local leader's summit
- Host quarterly bi-annual international day of leadership training
- Host quarterly president's chat that is open to all members
- Host monthly talk story sessions to highlight a national program for membership engagement
- Create a robust local chapter training series for building and leading in local chapters

- Develop a guide for local chapters to use to promote JCI as a whole and their local chapter

Guiding Questions

- How can we give stronger support to our local chapters?
- Who is our target member and how do we communicate value to them?
- How can we best grow the community around our mission?

GROWING COLLECTIVE IMPACT

We will increase organizational engagement and impact through external partnerships.

Building coalitions and partnering with groups that align and benefit from our efforts (and vice versa) builds the collective impact of the organization. External relevance and engagement will complement growing the JCI USA mission/impact.

Key Results - How will we know we've succeeded?

- Expand outreach and attract external partners at JCI USA Conferences through national community impact projects and summit-type sessions with 100 attendees including 4 external organizations
- Beta test a new National Program with 80% of satisfaction or approval (with feedback from 4 external organizations)
- Expand the outreach of the North American Academy to 100 attendees including 4 external organizations.
 - Representation from 4 sectors: business/corporate, leadership development (JCI), community (government), international (other JCI groups, NGOs, nonprofits, UN Foundation); partnerships (i.e. United to Beat Malaria)

Tactics to Accomplish - What will we do to be successful?

Establish strong partnerships and coalitions

- Establish one new national partnership that aligns one of the four areas of opportunity
- Establish connections and relationships with government and local leaders through advocacy
- Collaborate and partner with the US Junior Chamber Foundation to mutually fundraise and provide support to Local Chapters, States, and members
- Explore partnerships with Employee Research Groups (ERGs), Business Resource Groups (BRGs), and Corporate organizations that have Young Professional affinity groups

Collaborate within the JCI international community

- Integrate the JCI initiatives into JCI USA programming and projects
- Increase the number of local chapters twinning with another local chapter in another country by 5
- Increase attendees from outside of JCI USA at NAA through promotion of programs at international events and through IVP.

Guiding Questions

- Whom can we collaborate with to increase our impact?
- How can we build collective impact and deliver value to those involved?
- How do we grow relevance and value to external audiences?

Other items to include:

- Marketing Jaycee life on your Resume
- Membership Coaches checklist/guide - look at one from [Kiwanis](#)
- Glue Up: What can we do to make this more usable for chapters - can we do a chapter pay option with bulk feature

Supporting Documents

- [Calendar of Events](#)