



***PUSH YOUR
POTENTIAL***

— 2023 Plan of Action —



How can we push our potential?

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 push our potential 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 2023 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 2023, we will push our potential 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 2023
- JCI USA Newsletter subscriptions to 12,000
- 5% increase in 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
- 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 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

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

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, trainings, onboarding, etc.)
- Update support materials and JCI USA store

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 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

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

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?

2023 JCI USA CALENDAR & MONTHLY EVENTS

A list of events for 2023 will be available by State Presidents Retreat (first weekend of December).

METHODOLOGY & APPENDIX

Backing data, sources, and methodology used to develop the 2023 Plan of Action

ESTABLISHING THOUGHT LEADERSHIP

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

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 2023
- JCI USA Newsletter subscriptions to 12,000
- 5% increase in quantity of social media followers

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?

Backing Data

Having a pulse on Gen Z and Millennial concerns and needs

By using tactics like having an ongoing survey to collect data, we will be able to build the relevance of the organization to a wider market. There is an abundance of research and data available through organizations such as Deloitte that can shine light into what the Gen Z and Millennial market will be looking for.



In the third year of the pandemic, Gen Zs and millennials are adapting. **Health care/disease prevention, a predominant concern last year, is now slightly less pressing** as vaccines and therapeutics to fight COVID-19 have become more widely available and adopted.

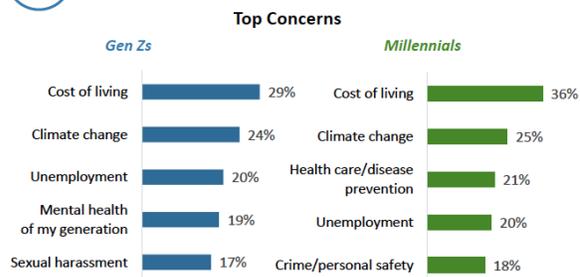


Gen Zs and millennials also continue to be very concerned about wealth inequality, and trust in business is declining.

- 72% of Gen Zs and 77% of millennials **agree that the gap between the richest and poorest people in their country is widening.**
- Only 28% of Gen Zs and millennials **expect the economic situation in their country to improve over the next 12 months**, consistent with last year's findings.
- **Less than half of Gen Zs (45%) and millennials (44%) agree business is having a positive impact on society**, marking the fifth consecutive year this percentage has dropped.



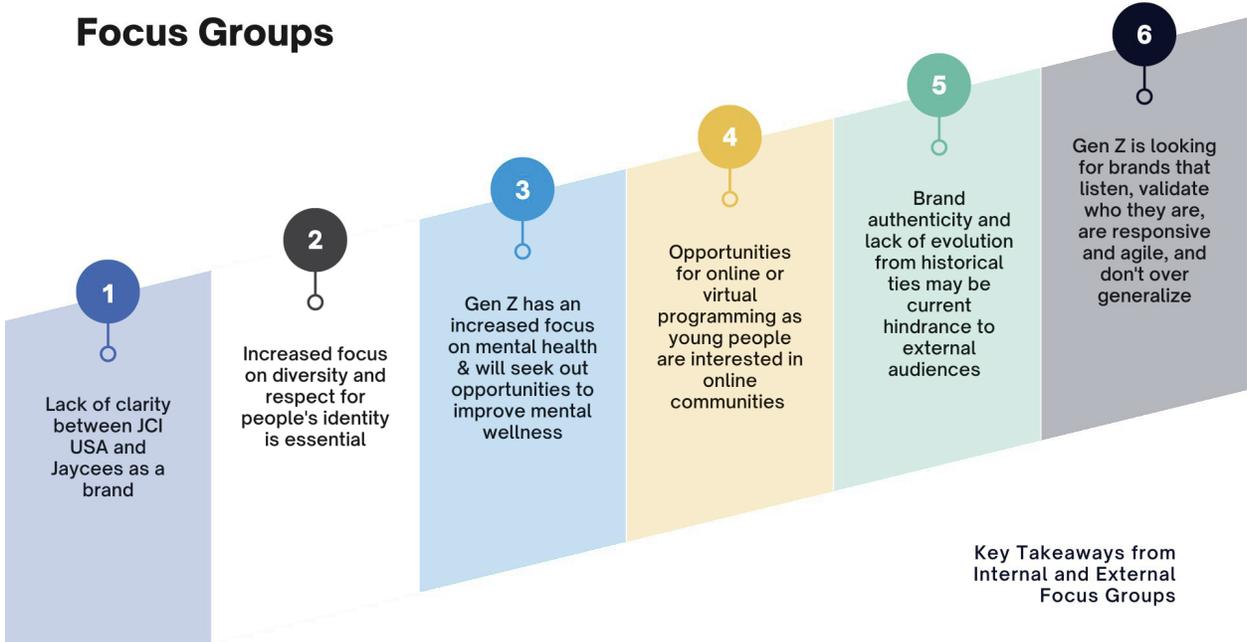
The cost of living is the top concern among Gen Zs and millennials, followed closely by climate change.



Source: [The Deloitte Global 2022 Gen Z & Millennial Survey](#).

Looking at this kind of research complements our own efforts. In addition to external market research, JCI USA will also leverage focus groups of both current members and nonmembers in order to have a pulse of what is going on with our target age groups.

Two focus groups gave input in 2022, and we will look to make this an ongoing process so that we can continue to be relevant and have feedback loops to ensure our value propositions, membership offerings, and marketing align with the concerns and needs of Gen Z and Millennials.



EXPANDING THE MISSION

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

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 have met the requirement of Under 20 Bylaw through membership support
- Grow the total membership by 10%
- Increase membership within the 18–24-year-old range by 25%

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?

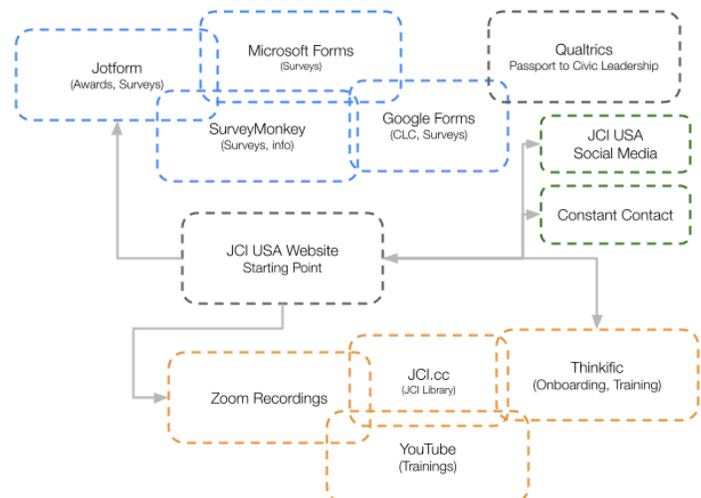
Backing Data & Information

Need for a universal delivery system to engage local chapters and members

Currently, local chapters receive baseline support (access to tax group exemption, national events, support from the JCI USA Executive Committee and State Presidents) but the delivery system for this support isn't centralized. This results in the membership experience being inconsistent with a lot of the pressure on the local chapter to provide all membership value.

Resources are spread across several systems, which currently include:

- Microsoft Office (mainly SharePoint, OneDrive, Outlook)
- Google (Google Drive and some local chapters use Gmail)
- JCI Library (which was taken down and now exists in a limited fashion on JVC)
- JVC for international purposes
- Zoom for trainings, social media for announcements
- Constant Contact/Email for announcements and promotions.



Deeper engagement is low-hanging fruit

The email open-rate for the JCI USA newsletters and communication to members hovers around 44% on average, indicating the interest level of our members is high. However, this interest is currently not translating to participation in available activities like Passport, National Conventions, etc. or a higher click rate in emails.

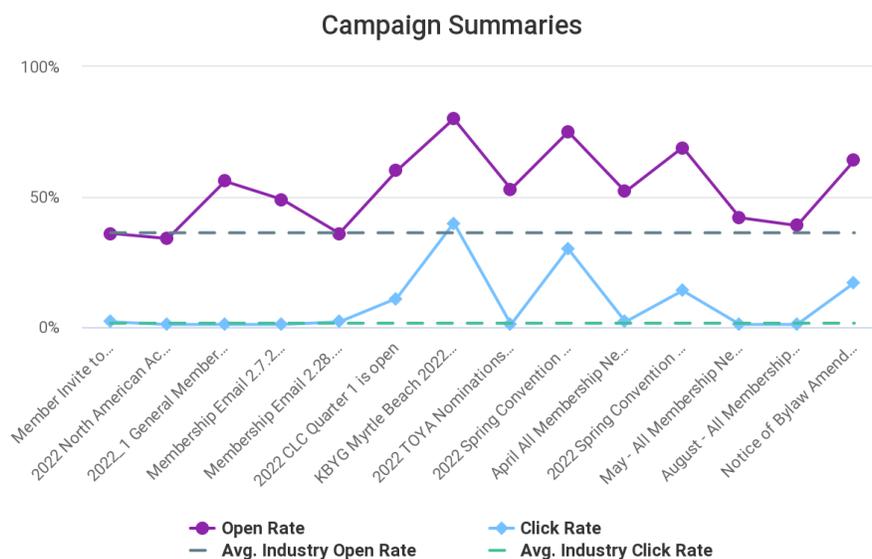
	Open Rate	Average Click Rate	Hard Bounce	Soft Bounce	Unsubscribe Rate
Nonprofit Average	25.17%	2.79%	0.33%	0.49%	0.20%
All Industries Average	21.33%	2.62%	0.40%	0.58%	0.26%
JCI USA	44%	2%	Unavailable	Unavailable	0.57%

Source: [2022 Mailchimp Marketing Email Benchmarks](#)

Breaking down the performance of individual campaigns shows that tailored content, such as Convention information for attendees, perform much higher than general information emails.

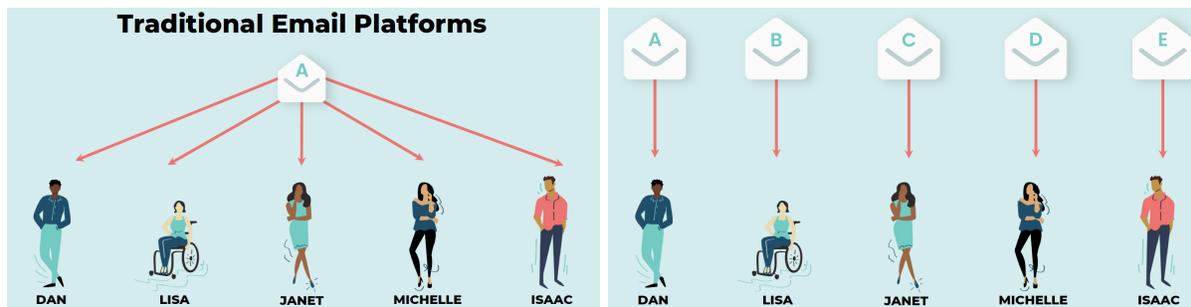
While it may seem obvious that sending targeted information will result in higher engagement, JCI USA has traditionally not taken this approach. Most general communications follow a one-size-fits-all style and the organization has historically not gathered enough data to segment its members.

There is a major opportunity to tailor member content to what their interests are, aligning with existing initiatives like the four areas of opportunity.



Source: JCI USA Constant Contact Campaign Data, January 1 - September 2, 2022.

Evolving how we approach membership engagement and value will be critical to growing and sustaining the organization.

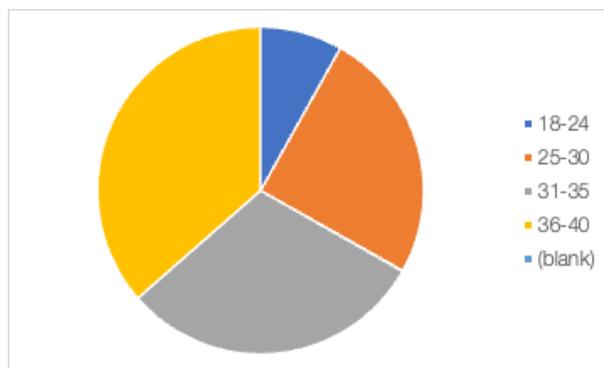


Source: 15 Ways to Take Your Newsletter to the Next Level. Erica Salm Rench, COO, RASA.IO

Membership Trends - Top heavy with consistent losses

The membership of JCI USA skews toward the top of the age bracket and many of these members will be aging out in the next 3-5 years. This is in tandem with the overarching decline in membership which, with the exception of 2021, has declined every year for the past two decades.

Members Imported into GlueUp on 1.1.22		
Age	Count	Percentage
18-24	677	8.15%
25-30	2,082	25.05%
31-35	2,523	30.36%
36-40	3,028	36.44%



Current efforts results and areas of opportunity

In addition to a declining and aging membership, there are also challenges to growth including themes like membership engagement and a dependence on membership dues for operating income.

The below table shows the results of JCI USA's current efforts.

<p>43.04%</p> <p>% of membership that are 35+</p>	<p>58.88%</p> <p>% of local chapters under 20 members (as of 9/1/22)</p>	<p>57.45%</p> <p>% that membership dues make up 2022 budgeted income</p>
<p>3.56%</p> <p>% of members participating in Passport in 2021</p>		<p>19.72%</p> <p>% of local chapters participating in CLC in 2021</p>
<p>3.34%</p> <p>% of members attending national conventions</p>	<p>78.00%</p> <p>Number of states with at least one JCI USA local chapter</p>	<p>0.48%</p> <p>% of members attending national virtual offerings*</p>

¹ GlueUp Import List 1.2.22 - data and membership records imported into the new membership database at the beginning of 2022.

² Passport Statistics - data provided by the JayceeMember site administrator that includes the name and year of Passport participants.

³ JCI USA 2022 Budget - JCI USA and JCI dues divided by income subtotal

*Accounts for Zoom registrations, actual attendance may vary

Every disadvantage has its advantage

Despite the historical challenges with membership, there is an extraordinary amount of opportunity for JCI USA to establish itself as a thought leadership organization and serve as a platform for young changemakers.

Resources & Opportunity Areas

- A theme of discontent with the status quo amongst Millennials and Gen Z; the purpose and mission of JCI USA is more relevant than ever
- Members who are interested in hearing more and seemingly wanting to be engaged
- Working capital from JCI USA budgets and investment income surpluses over the last 5 years
- A smaller organization which makes it easier to implement changes
- Millions of alumni, strong brand affinity with former members and those who have aged out
- Support from the US Junior Chamber of Commerce Foundation

GROWING COLLECTIVE IMPACT

We will increase organizational engagement and impact through external partnerships.

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)

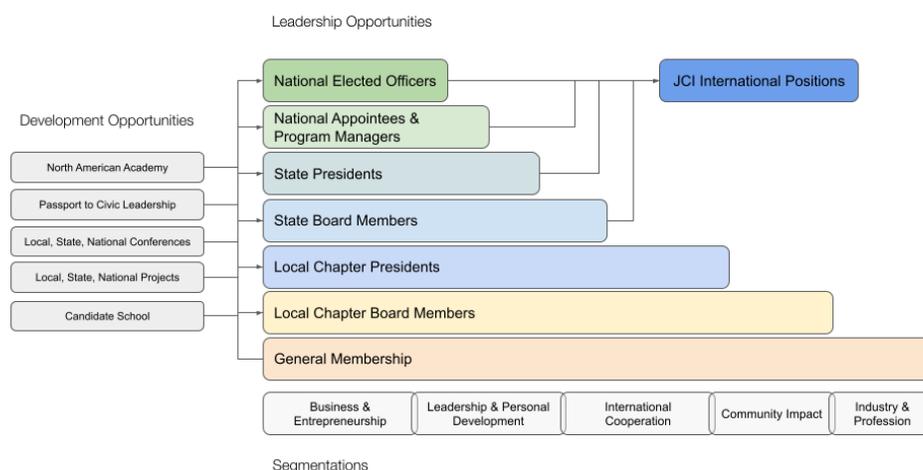
Guiding Questions

- 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?

Backing Data & Information

Investing in the Leadership Pipeline

Building a true leadership pipeline will require continued investment into opportunities like North American Academy. Adding other financially accessible and equitable opportunities to get into leadership opportunities, like a virtual Candidate School and having Passport become more of a training platform, will increase the net of talent and attract more diverse leaders.



North American Academy Results

North American Academy has been an initiative that began in 2020 that aimed to create an amazing experience that would create a pipeline of leaders. While we have only had two academies due to COVID-19, the preliminary results show strong results.

For the 2023 National Vice President candidates, 33% are graduates of North American Academy.

Empowering Leadership: NAA Graduates in Leadership

Year	NAA Graduates	% of Executive Committee who are NAA graduates	% of State Presidents who are NAA graduates
2020	67	N/A	N/A
2021	Not held due to COVID-19	6.25%	20.69%
2022	28	25.00%	17.24%

In alignment with other parts of the Plan of Action and JCI strategies, JCI USA will be leveraging the four areas of opportunities and aligning target markets/attendees with this. This will include engaging partnerships and collaboration from four sectors:



- Business - corporations, Fortune 500 organizations, etc.
- Leadership - government, local municipalities, and other nonprofits (i.e. young professional groups)
- Community - service organizations/nonprofits (i.e. faith-based organizations, charities, etc.)
- International organizations - JCI, twinning local chapters, non government organizations (i.e. UN Foundation)

Engagement with current partnerships: How do we stack up?

Program/Partnership	Participation (# of Members)	Results/Membership Value
United to Beat Malaria (fka Nothing But Nets)	300-500	<ul style="list-style-type: none"> • Advocacy webinars and trainings provided to members • Opportunities to meet Senators and Representatives through Hill Days • Up to \$25,000 grant from the United Nations Foundation depending on participation
Mental Health America	N/A*	<ul style="list-style-type: none"> • Mental health resources provided through MHA website • Newsletters and info sent to members
Give an Hour	N/A*	<ul style="list-style-type: none"> • Volunteer opportunity to get involved with GAH if a mental healthcare provider • Newsletters and info sent to members
Hugh O’Brien Youth (HOBY)	N/A	<ul style="list-style-type: none"> • Volunteer opportunities for members to mentor and be involved with HOBY programs

*These numbers are unavailable because participation in these programs is not tracked.

The difficulty in assessing these programs and lack of tangible results provides four key takeaways:

1. The vast majority of our current programs or partnerships do not give much exposure to the organization or result in tangible benefits (i.e. membership growth or access to exclusive programs)
2. Activity is not synonymous with progress: simply having partnerships or programs without results takes valuable leadership time away from more impactful efforts.
3. JCI USA needs to invest in its own program(s) so that it can attract members, partners, and sponsors; many of the current programs enlist the help/support of JCI USA but the organization does not own the program.
4. The majority of current partnerships and programs require a significant amount of effort and time with little yield of results.

Strategic Plan Alignment

Objective/Action	JCI USA Strategic Alignment	JCI Proposed Strategic Plan
ESTABLISHING THOUGHT LEADERSHIP		
Showcase JCI USA through digital assets		
Revitalize the JCI USA website as a primary source for organizational and historical information	Invest, Connect	Open, Efficient and Sustainable Structure
Create thought leadership materials that engage and entice prospective members (i.e. 5 ways to be a changemaker in your community)	Invest	Brand Awareness and Visibility, Leadership Development
Create further reach of social media through paid social to get prospective members to enter the membership funnel	Connect	Brand Awareness and Visibility, Data Driven Innovation
Leverage automated membership funnels and data collection through email campaigns and other tools	Connect	Data Driven Innovation Open, Efficient and Sustainable Structure
Enlist internal and external brand ambassadors	Collaborate	Brand Awareness and Visibility
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	Motivate, Invest	Open, Efficient and Sustainable Structure, Brand Awareness and Visibility
Create a skills development training program that can be implemented by state and local organizations	Invest	Leadership Development
Add 3 new training topics in alignment with market research and focus groups of millennials and Gen Z	Invest	Leadership Development, Brand Awareness and Visibility

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	Invest	Data Driven Innovation Open, Efficient and Sustainable Structure
Collaborate with JCI and other partners to build out value behind the four areas of opportunities	Collaborate, Impact	Leadership Development
EXPANDING THE MISSION		
Grow the impact of the organization through membership growth and engagement		
Develop a new member welcome packet and onboarding process	Motivate, Invest	Open, Efficient and Sustainable Structure
Development of an in-depth membership expansion plan	Motivate, Invest	Open, Efficient and Sustainable Structure, Data Driven Innovation
Increase analytics, surveys, and feedback to collect data on member interests to increase engagement	Invest, Connect	Open, Efficient and Sustainable Structure, Data Driven Innovation
Continue building structural supports and processes for levels of the organization		
Establish an officer candidate academy for local, state, national, and international positions	Impact, Invest	Leadership Development, Open, Efficient and Sustainable Structure
Develop a platform for universal support (i.e. resources, trainings, onboarding, etc.)	Impact, Invest	Open, Efficient and Sustainable Structure, Leadership Development
Update support materials and JCI USA store	Invest, Motivate	Brand Awareness and Visibility
Continue building relationships across the levels of the organization		
Create bi-annual “come together” days and trainings (Topic examples: mental health, DEI)	Connect, Motivate	Leadership Development

Provide two virtual lead-up series prior to national conventions.	Connect, Motivate	Leadership Development
Host quarterly local leader's summit	Connect, Motivate	Leadership Development
Host quarterly International Day of Leadership training	Connect, Motivate	Leadership Development
Host quarterly president's chat that is open to all members	Connect, Motivate	Leadership Development
Host monthly talk story sessions to highlight a national program for membership engagement	Connect, Motivate	Leadership Development
GROWING THE COLLECTIVE IMPACT		
Establish strong partnerships and coalitions		
Establish one new national partnership that aligns one of the four areas of opportunity	Collaborate, Connect	Brand Awareness and Visibility
Establish connections and relationships with government and local leaders through advocacy	Collaborate, Connect	Open, Efficient and Sustainable Structure, Leadership Development
Collaborate and partner with the US Junior Chamber Foundation to mutually fundraise and provide support to Chapters, States, and members	Collaborate, Invest	Open, Efficient and Sustainable Structure
Explore partnerships with Employee Research Groups (ERGs), Business Resource Groups (BRGs), and Corporate organizations that have Young Professional affinity groups	Collaborate, Connect	Brand Awareness and Visibility, Open, Efficient and Sustainable Structure
Collaborate within the JCI international community		
Integrate the JCI initiatives into JCI USA programming and projects	Collaborate, Impact	Open, Efficient and Sustainable Structure
Increase the number of local organizations twinning with another local organization in another country by 5	Collaborate, Impact	Open, Efficient and Sustainable Structure