



WTS Advancing women
Advancing transportation

One WTS:
Advancement through Collaboration



2021-2026
Strategic Plan

Chapter Version +
Implementation Guide

Welcome Letter

The WTS organization is an established and well-recognized association, known for promoting and advancing women within the transportation industry. Since 1977, WTS has been providing relevant professional development, mentoring, and networking opportunities to connect, support, and advance women in the industry. In 2020, the organization took a bold step to reimagine the brand of WTS, shifting to a forward-focused organization that recognizes its progress to date in creating an equitable transportation workforce while also highlighting the contributions of that diverse workforce on the industry. The result was a shift in perspective:

Advancing Women. Advancing Transportation.

This strategic plan is a next step in the transformation of WTS, as we bring together the organization under the plan "One-WTS: Advancement through Collaboration." The One-WTS model unifies WTS International, the WTS Foundation and the WTS Chapters under one strategic umbrella, so that together, through the realization of our core values and objectives, we can strive to accomplish our mission and fulfill our vision. This plan outlines the WTS mission and vision which remain relevant and unchanged. With a refreshed WTS brand, the past year has been filled with conversations and feedback opportunities to better understand our desired state of WTS and our role in shaping the future transportation workforce and a transportation system that is equitable and accessible for all communities. As a result, the core values by which we conduct ourselves have been updated to reflect the growth of our organization. The strategic plan's goals and objectives align directly with the WTS mission:

Attract, sustain, connect, and advance women to strengthen the transportation industry.

The priorities of the 2021-2026 Strategic Plan reflect the progress of our organization and work to build on past success while recognizing the opportunities and challenges of today and our focus for WTS over the coming years. Both the priorities and accompanying strategic focus points of this plan are developed in a way to allow innovation and agility. This new plan will expand and unite WTS' efforts to advance women and advance transportation, and with this plan, WTS is well-prepared and structured to address the evolving needs and changing landscape of transportation.

We look forward to working together, as a united WTS organization, to expand equity and access in transportation.

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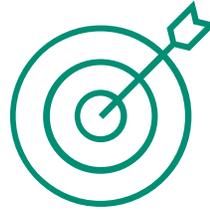


PLANNING FUNDAMENTALS

The following six Planning Fundamentals represent the basis of the strategic plan development effort.



One WTS: Create a unified WTS Strategic Plan that allows International, the Foundation, and local Chapters to work cohesively towards the same vision and around the WTS mission and categories of Attract, Sustain, Connect, and Advance.



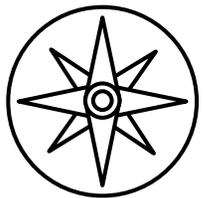
Mission-Driven Accountability: Ensure the work of WTS aligns with its mission and develop key performance indicators that drive the mission forward.



WTS Mission and Vision: The current vision and mission of the organization are valid.



Member-Focused Planning: Member value and providing member benefits will drive the strategic priorities.



Roadmap for the Future WTS: Confirm the WTS Core Values and develop short, medium, and long-term strategic and business programs and services that guide the future of WTS.



Robust Engagement and Communications: Encourage input and feedback from all WTS stakeholders including members, chapter leaders, Chair's Advisory Board, corporate partners, and industry partners. Communicate the planning and feedback process effectively to stakeholders.

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VISION & MISSION

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The WTS vision defines our tomorrow and what we are ultimately working towards while the WTS mission statement focuses on today and what we, as an organization, are doing to achieve our vision.

Vision:

Equity and access for women in transportation.

Mission:

WTS attracts, sustains, connects, and advances women's careers to strengthen the transportation industry.

GUIDING PRINCIPLES

The structure and philosophy of the WTS association is based on the following guiding principles:

- WTS is an international organization dedicated to shaping the future of transportation for the public good through the global advancement of women.
- To achieve our shared vision of One WTS, we are a dedicated and aligned organization focused on supporting students, members, and chapters.
- Advancing women in transportation is key to advancing transportation and ensuring a diverse, inclusive, and equitable workforce.
- WTS is committed to ethical leadership, integrity, and respect for all as we shape future generations of transportation leaders.
- WTS actively collaborates with its transportation community that includes corporations, public agencies, associations, and learning institutions.

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Our success hinges on conducting ourselves in accordance with a set of core values- our operating principles- in everything we do. Together.

We are collaborative.

Our ability to be influential and impactful hinges on cultivating a culture of teamwork. We welcome and seek ways to collaborate within and beyond WTS with both traditional and non-traditional organizations to support our vision, mission, goals, and objectives. We believe we are better together.

We are future focused.

We embrace change as proof that we are making progress. Our long-range goals drive today's decisions and actions, however, we are agile and innovative as we anticipate and respond to new opportunities and challenges for current members, students, and the future workforce.

We are professional.

Everything we do is linked to delivering better benefits and services to our members and our community. We approach everything we do with honesty, transparency, and integrity. We are committed to doing what's best for our members through responsible actions.

We are inclusive.

WTS is a safe place to find one's voice, develop, learn, and thrive. We embrace the belief that all people have value and the right to belong. We are committed to fostering a culture of mutual respect and creating an open environment that is equitable and accessible to all, where differences of thought, life experiences, and backgrounds are appreciated and welcomed, and contributions are valued.

GOALS & OBJECTIVES

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The goals (Attract, Sustain, Connect, and Advance) and objectives of WTS span across our organization including International, the Foundation, and our Chapters. Together we commit to advancing the core pillar goals of the WTS mission.

Attract

Develop and cultivate the next generation of a diverse and inclusive workforce, from students through professionals, and prepare these individuals to join and champion a more accessible and equitable transportation industry.

Sustain

Support and retain broader and equal representation for women and all untapped populations through all levels of their transportation career by providing innovative programs, initiatives, and advocacy.

Connect

Create strategic networks to facilitate and enhance meaningful and lasting professional relationships to foster career and personal growth. Increase partnerships to advance the transportation industry.

Advance

Broaden women's professional and leadership skills in all disciplines and all levels of transportation to achieve career goals, diversify the workforce, and advance transportation for the public good.

2021-2026 PRIORITIES

*Our five priorities describe how we will achieve our goals and objectives through 2026.
Each strategy supports one or more specific goals or objectives.*

Organizational Excellence

Member and Organization
Engagement

Access, Equity, and
Opportunity

Education, Programming,
Training, and Advocacy

Data-Informed

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2021-2026 PRIORITIES

Each priority is defined with all WTS entities considered. Strategic focus areas under each priority will drive the work of the organization from 2021-2026.*



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*WTS entities are WTS International, the WTS Foundation, and each WTS Chapter. Each represents its own entity- independent of the others.



PERFORMANCE OUTCOMES

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The following performance outcomes are success indicators that, if accomplished, will highlight the progress of WTS from 2021-2026. Annual and specific performance indicators and metrics are to be developed within the business plan.



Strengthened organizational culture and capacity for strategic and collaborative actions.



Expanded membership in organization, through engaged and active chapters, and increased member satisfaction.



Increased diversity of active and future members that creates inclusive environments across all levels of the organization



Focused education, program, and training offerings at all career levels and enhanced influential presence in advocacy initiatives.



Improved use and implementation of data-gathering tools to inform decision making around organizational goals.

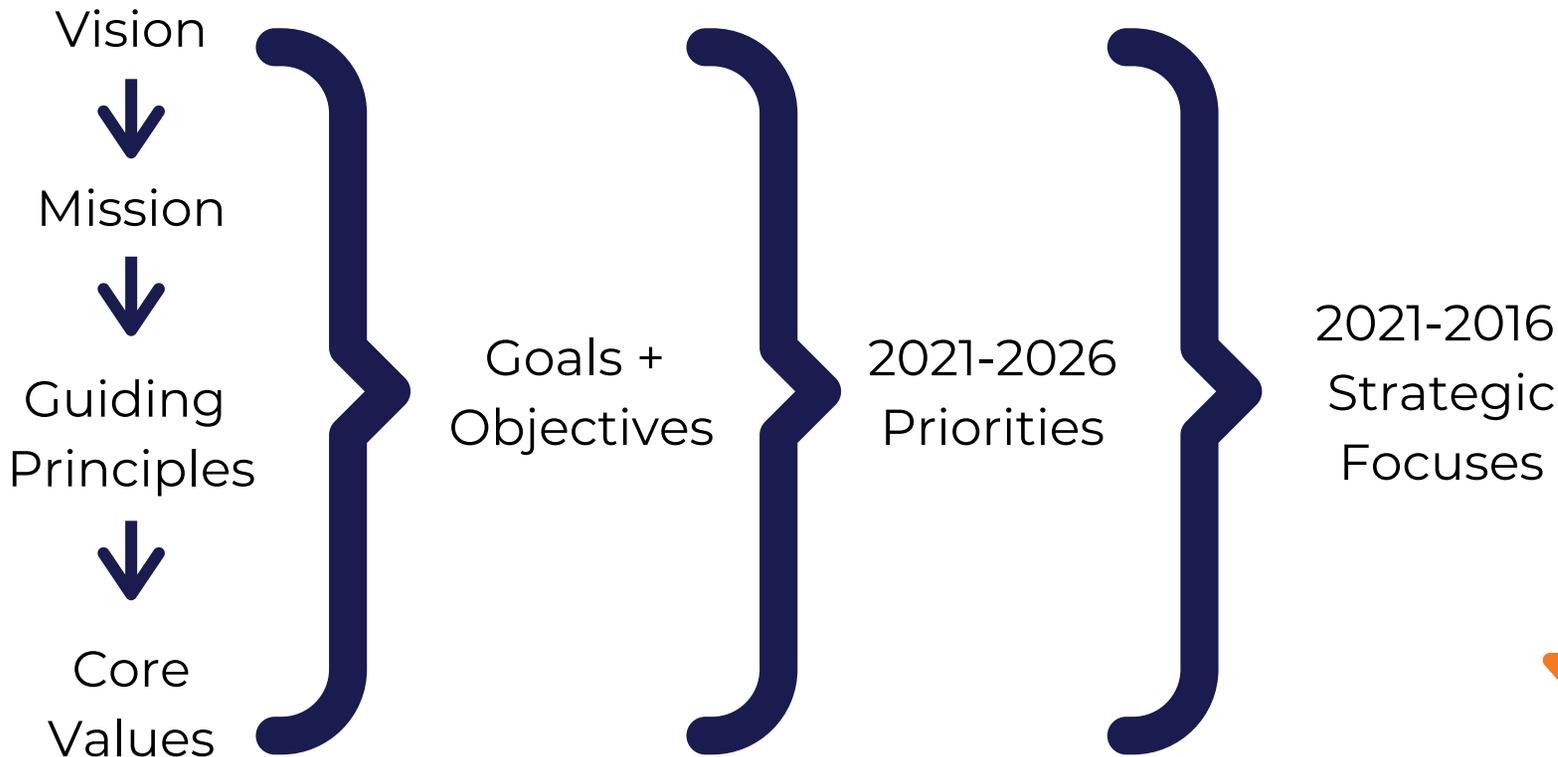
STRATEGIC FOCUSES: WTS CHAPTERS

Each entity of WTS will adopt the same first components of the Strategic Plan, with each entity then defining their own Strategic Focuses.

To develop your specific Chapter Focuses, download the Chapter Strategic Plan Template.

Adopted by each entity- "One WTS"

Unique to each entity



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CHAPTER IMPLEMENTATION GUIDE

The following steps and guidelines can be used to implement the new Strategic Plan at the Chapter Level. The Strategic Plan is intended to be a living document that is always within a continuous loop of planning, budgeting, implementing, monitoring, evaluating, and planning.

WTS Roadmap- A Living Plan



- Download the [Chapter Plan Template](#)
- Within Chapter Board Leadership review the components of the One-WTS Plan: Vision, Mission, Guiding Principles, Core Values, Goals + Objectives, and Priorities
- As Board Leadership: Determine 2-3 Strategic Focuses per Priority. Strategic Focuses are intended to cover the five year plan period; broad enough to develop specific tactics under each every year but specific enough to keep chapter activities focused and specific
- Annual Business Planning: Annually, bring together Board and Committee Leadership to plan out the next year. Using the [Chapter Plan Template](#), determine specific strategic focuses for the year and develop specific tactics under each. For example: a strategic focus to implement professional development for members at all career levels may result in a tactic for the year of creating a specific program for entry-level members. Next year, this same strategic focus may result in a tactic that relates to a program for executive leaders. The Strategic Focus stays the same for five years, but the tactics change annually. As a reminder, tactics should be SMART (specific, measurable, achievable, realistic, and timely).
- With a complete Business Plan, begin budgeting for the year.
- Begin implementing the new tactics, monitoring progress throughout implementation and then on-going throughout the year.
- As the year comes to a close, evaluate progress to date on the business plan.
- Move into planning for the next year using the evaluations and monitoring from the previous- starting back review of the full plan and selecting strategic focus areas for the upcoming year.

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