

**Glass Manufacturing Industry Council Strategic Plan 2023-27
Adopted 10/23**

STRATEGIC AREA 1: MEMBERSHIP DEVELOPMENT

TACTICS

<p>Objective 1: Define and articulate value proposition for current and prospective members.</p>	Member survey
	Analyze member prospects
	Identify member segments for development/expansion
	Reach deeper into member orgs for engagement
<p>Objective 2: Increase GMIC visibility with current and prospective members.</p>	Member outreach/visits
	Industry conferences; potential exhibiting
	Meet member corporate presidents/VPs for industry intelligence and GMIC feedback
	To support member recruitment, legacy members provide testimonials on how they've capitalized on GMIC membership. Also content for website.
<p>Objective 3: Develop member/industry recognition program.</p>	Research adjacent programs, develop criteria, application, outreach, and present one industry award at 2023 GPC
	Program expansion in 2024
<p>Objective 4: Develop additional membership categories.</p>	Analyze potential categories and implement
<p>Objective 5: Develop mutually beneficial collaborations to support both U.S. and international membership.</p>	Increase our outreach to international counterparts to shape the glass community and to fuel GMIC growth as a futuristic trade association.

STRATEGIC AREA 2: MARKETING/COMMUNICATIONS	
TACTICS	
Objective 1: Build new website with industry data and new content for multiple audiences.	Information for multiple stakeholders (govt, producers, academia)
	Infographics/statistics that demo the scope/impact of the industry, Industry Fast Facts
	Blog/Industry News
	Public information component for site
	Provide searchable GPC content to members via the website, including historical archives if possible
Objective 2: Increase member communication.	Targeted, transparent messaging that doesn't overwhelm, use new website/SM tools (email to begin). Important for change management.
	Member Spotlights for product reports and connections
	Member townhall for officers and staff to provide updates and connect with members
Objective 3: Develop social media.	LinkedIn presence
	You Tube interviews and industry videos
Objective 4: Target GMIC messaging to new/adjacent audiences	CEO Roundtable for manufacturers; GPC or virtual
	GMIC role is known by all US manufacturers
	Develop global presence

STRATEGIC AREA 3: INDUSTRY ADVOCACY

TACTICS

<p>Objective 1: Develop and implement a research agenda.</p>	Partner with other groups on potential DOE hydrogen hub funding.
	Submit GMIC DOE funding projects under FOA 2997.
	Report on glass production technology developments
	Report on hydrogen infrastructure development programs
	Report on alternative fuel integration and testing
	Review and publish grant availability for glass manufacturing
	Serve as clearinghouse for decarbonization and environmental issues and updates
	Research and report on best practices in all areas of global glass manufacturing and trends
	Provide benchmarking and cost analysis for manufacturing
<p>Objective 2: Develop legislative advocacy agenda and tools for policy makers.</p>	Develop advocacy roadmap: where best to use limited resources on legislation/policy
	Build strategic alliances with adjacent industries to advocate for shared interests
	Benchmark other mfg related industry assoc, i.e., advocacy structure and activities
	Develop data/resources on the website for govt officials and for members to reference
	Authoritative industry data on economic impact and sustainability goals

	Highlight importance of glass in society – product groups and processes
	Participate in state/local leg. activities, meetings with local Chambers, legislative staff, etc.
	Participate in national advocacy initiatives/Day on the Hill

Objective 3: Develop a public advocacy agenda and tools.	Public workshops or symposiums, i.e., on recycling “glass is not trash”
	Celebrate, PR, and outreach for major glass innovations/revolutions to increase public awareness. Potentially in collaboration with US/international museums.
	Glass industry video like Corning Day of Glass, emphasizing the benefits of glass, i.e., “Get Glass”

STRATEGIC AREA 4: INDUSTRY EDUCATION

TACTICS	
Objective 1: Add value for GPC attendees, exhibitors, hospitality hosts.	2023 Columbus: changes to registration process, marketing, onsite experience
	2024: move to Toledo, additions to onsite experience
	Grow GPC

Objective 2: Create new pathways/formats for industry education.	Develop and present webinars
	Develop a portfolio of trainings, leading to badges/recognition
	Short course education videos on website, i.e., demonstrations of things done by GMIC members

<p>Objective 3: Develop or partner for training designed to meet the needs of plant staff.</p>	<p>With support from manufacturers, identify educational needs of plant staff and research existing models of training</p>
	<p>Research potential for specializations, i.e., Oxy-Fuel, Electrical, etc.</p>
	<p>Research potential for second, non-technical conference</p>
	<p>Partner with other entities for education content, integrate program with industry/internal corp training</p>
<p>Objective 4: Industry workforce development.</p>	<p>Review/Expand Scholarship Program and Visibility</p>
	<p>GPC Job/Workforce Board</p>
	<p>Internship Program</p>
	<p>Mentorship Tool Kits; Mentorship Program</p>
	<p>Early Career Development Program</p>
	<p>H.S./elementary outreach: competitions, science fairs, museums, etc.</p>
	<p>Build relationships with trade schools in areas with glass manufacturers and discuss complement skill sets; speak to classes about the industry using GMIC developed talking points.</p>
	<p>Volunteer industry experts to speak to STEM community. Develop specific programs to present annually.</p>
	<p>Create content highlighting the coolness of glass products and tells the stories of the amazing people working in factories. Content that promotes and attracts talent.</p>
	<p>Outreach/Partnerships with Unions</p>

STRATEGIC AREA 5: OPERATIONAL EXCELLENCE	
	TACTICS
Objective 1: Increase Board effectiveness and communication.	Implement new format for Board meetings - shorter, more interactive, officer reports
	Increase Board size for broader representation of current/new members.
	Create website Board page for orientation and archive of meeting reports and minutes
STRATEGIC AREA 5: OPERATIONAL EXCELLENCE	
Objective 2: Transparent financial reporting and increased member oversight.	Contract 2022 audit, provide all requested financial docs
	Move back Board budget approval process from late Q1
	Simplify budget and financial reporting
	Create a budget narrative for the Board transparency
	Integrate Treasurer into budget development, financial reporting
	Review and revise reserve investment policy
STRATEGIC AREA 5: OPERATIONAL EXCELLENCE	
Objective 3: Redesign all financial processes	Close old accounts and open new; setup business CC acct; setup ACH; add DOE activity acct.
	Apply for merchant account/vendor; setup payment gateway to enable payment through our website.
	Financial controls review of new processes
STRATEGIC AREA 5: OPERATIONAL EXCELLENCE	
Objective 4: Develop new strategic plan, first in over a decade.	Plan will be comprehensive, forward-thinking, and demo change on multiple fronts
	Gather member input via survey, draft rollout
STRATEGIC AREA 5: OPERATIONAL EXCELLENCE	
Objective 5: Review and update founding documents, create policy guide.	Align with association best by streamlining Bylaws and Code of Regulations; move operational practices into procedural manual to support staff training and succession planning.
STRATEGIC AREA 5: OPERATIONAL EXCELLENCE	

Objective 6: Develop new volunteer opportunities.	Redesign/reinvigorate standing committees and/or ad-hoc cmts.
	Create opportunities for engaging volunteers beyond member reps, and for building bench of future leaders.
Objective 7: Develop new staff culture.	More cross-training and communication
	Efficient use of remote working tools, i.e. Google docs
	De-silo information, standardize file sharing/storage