Here are a few suggested strategic goals and action items outlined for the position of Director of Communications in Thought Leadership specific to the needs of the Boys & Girls Clubs of America’s Program, Training & Youth Development Services department. Of course, these recommended actions are suggestions to consider in addition to the assigned goals and objectives outlined in the job description.

**GOAL: Establish BGCA as subject matter experts in the field of youth development, while positioning PTYDS staff members as experts in their relative subject fields.**

- Accept, initiate and manage writing projects including white papers, case studies, literature reviews, new media blurbs, video and conference scripts, speeches, executive summaries, one-sheets and statistics based on data analysis in collaboration with Planning & Measurement. Work with the staff to produce reports utilizing program evaluation data, focus group information and survey results. In addition to producing copy, it is critical the PTYDS department incorporates alternative story formats as part of its communication strategy in order to work in conjunction with new media channels existing and on the horizon, and by collaborating with Creative to produce informative graphics, display information and to effectively communicate messaging.

- Identify producers and publishers of national youth development trends, and distribute relevant findings to staff. Package findings from staff to pitch for publication across selected media, and then promote using social media to reach a global audience.


- Brainstorm potential broad based and niche audiences to reach, and then develop a strategic plan to increase PTYDS visibility. Target audiences include print media, potential employees, Club directors and staff, social media, partnerships, potential partnerships, intra-department, inter-department, funders, potential funders, organizations and associations in youth development.

- Enroll appropriate staff in Subject Matter Expert databases that are used by educators and journalists to find sources in specific areas of expertise.


- Help write, pitch and place work of the PTYDS staff, acting as an advocate for staff in placing their work in appropriate media venues, educational organizations and associations. Collaborate with staff, assessing relevant topics in youth development, facilitate the process of publishing their ideas, improving their profiles as subject matter experts and solidifying the BGCA brand as thought leaders, while providing organizational support for staff professional development.
- Conduct quarterly, 20 minute interviews with all staff directors to determine their communication needs and plans. Turn the collected information into knowledge that can be used for multiple purposes to benefit PTYDS. Facilitate collaborations across the department, coach individuals to achieve their writing goals, and connect the various sectors of the department with regular information updates to be disseminated in several formats. Discuss their plans for the next quarter and their long term "big idea" for the future. Inquire about writing for Connections and other publishing opportunities.

- In the area of new media where the reading “market” is highly competitive, a person or organization’s writing must be interesting to the reader. Conversely, the author of a piece of writing has to be interested in the subject, or else it will not convey a passion. Encourage the directors to write about what they know or are passionate about, even if not directly related to their program subject. If approved, their byline will have BGCA tagline, the relevance of passionate and insightful writing always becomes more clear with time, and can help shape the future.

- Create a print and/or pdf subject matter expert directory of the PTYDS staff with photos, bios and area of subject expertise. Offer this to media outlets and outreach to relevant educational organizations and associations.

- Provide a home to BGCA intellectual capital by building a digital infrastructure to host content produced by the PTYDS staff to providing a platform to showcase developing trends and leadership in youth development. Create content in-house, in print and digital formats such as podcasts, white papers and videos. Both external and internal audiences will use this channel as a resource to find the most current insights by the PTYDS leadership and subject matter experts. Explore syndication opportunities for podcasts on public radio and other distribution avenues.

GOAL: Streamline information exchange within the PTYDS department by an increase of efficiency in communication, with a correlating outcome of an increase in productivity.

- Identify the numerous voices and the core messages of PTYDS department to enforce clarity and consistency in communications to various audiences.

- Decipher and prioritize information needs of the department by sector and across organizational hierarchies.

- Take inventory of all communication methods currently utilized by PTYDS and assess the value and effectiveness of each method.

- Integrate communications processes and practices into orientation training for new employees with:
  
  One-to-one orientation.
  
  One-sheet guide to PTYDS information processes.
  
  PTYDS staff site training and other learning opportunities as needed.

- Survey the department for information on how to better serve them, their programs and their base. Use SurveyMonkey or Google Forms.
  
  What is their most valuable communication tool?
  
  Who do they interact with? With whom do they need to improve communications?
  
  How often do you use the staff site?
  
  What would be most useful content on the staff site?
  
  What do you think the staff site should be called?
  
  What forms do you use the most?
  
  What is your biggest idea for the future, and how do you plan on executing?
• Working with Editorial, develop and promote the PTYDS staff site. Find solutions to automate forms effectively to enable analysis of the information collected, and to produce reports over time showing usage statistics by sectors.

• Liaison with Director, Integrated Project Management to streamline communication processes.

• Develop a content submission form for the PTYDS staff site which is forwarded to ptdscommunication@bgca.org, an email that has already been created to go to Editorial. This form will facilitate the flow of content from the staff to the site. This requires collaboration with the IT department.

• Formal one-to-one training or small workgroups on the staff site and how they can 1) contribute to it 2) interact with it 3) find forms.

• Establish proactive steps to convert the staff from sending emails to using the staff site. Start with parallel conversion, utilizing both until the staff becomes accustomed to using the staff site on a regular basis.

• Establish a system for housing durable content that is produced by PTYDS, in partnership with the appropriate departments to be determined, possibly Planning & Measurement and IT. This content could be accessible from the staff site, repackaged and reused for promotional and programming needs.

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**GOAL: Fortify information exchange with BGCA departments to reduce redundancy, increase productivity and communicate the PTYDS voice across the organization.**

• Write a working, forward-thinking Communications, Thought Leadership mission statement to support the overall PTYDS departmental and BGCA organizational missions.

• Plan for action in accordance with the BGCA Brand Calendar, preparing communication strategies at least six months in advance of each advocacy period.

• Liaison between PTYDS and Marketing to inform and learn of developments and trends between the sectors. This will reduce duplication of efforts between editorial and marketing, increasing efficiency and productivity.

• Engage and liaison with Planning and Measurement to coordinate where their data findings can be integrated with sector writings. Establish a line of communication between PTYDS and Planning and Measurement.

• Stay on top of trends in social media for the department. For example, organizing #hashtags used by the Clubs and by BGCA so as to maintain consistency in the message across the Web. Also, Investigate and implement social media best practices in using social media to convey and promote the progressive ideas of the PTYDS staff.

• Offer training opportunities and informational sessions to staff and possibly to Clubs through Spillett Leadership on communications protocols including basic copyright and Fair Use laws, keeping BGCA and Club affiliates in compliance of copyright laws.

• Explore and seek funding options for Communications and Thought Leadership projects to support the Strategy & Innovation department and the overall mission of the BGCA.