



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## GLOBAL CENTERS OF EXCELLENCE

The YMCA of the USA Strategic Plan: 'Advancing Our Cause' identified a priority objective to ensure access and engagement for all community members. This requires YMCAs to expand opportunities to build global community through operation and program strategies and practices. YMCA of the USA (Y-USA) is working with Y associations across the nation to advance an operational approach grounded in a global perspective. This is an operational model designed to strengthen a Y's capacity to serve diverse constituencies and advance its leadership role in the building of global community.

In partnership with the YMCA of the USA International Group, Global Centers of Excellence (GCEs) YMCAs will focus on four foundational areas of global service to develop best practices for integrating a global approach across YMCA operational and service areas:

- **Global Education:** Fosters understanding of and connection to the global reality influencing local communities.
- **Serving Immigrant/Newcomer Communities:** Addresses demographic changes and develops programs/services to meet the needs of diverse and underserved communities.
- **Global Philanthropy:** Creates opportunity and leverages resources to ensure the long-term sustainability of YMCAs.
- **YMCA Strengthening:** Positions YMCAs as the leading global human service organization.

The business framework focuses on the six areas of opportunity where global engagement can help to strengthen a Y and its ability to operate in and serve our increasingly changing communities.

- **Membership Development:** Increases inclusion and membership growth.
- **Program Innovation:** Promotes innovation and enriches YMCA programs.
- **Leadership Development:** Develops culturally competent staff and volunteers, practices inclusion and improves capacity to attract globally-minded leaders.
- **Collaboration:** Creates new networks, links to resources and promotes partnership opportunities both locally and globally.
- **Financial Development:** Demonstrates global commitment and competency, while leveraging new resources through globally minded supporters.
- **Visibility and Brand:** Increases recognition and understanding of the YMCA's mission, impact and charitable status worldwide.

This approach complements and supports other YMCA strategic priorities (such as Diversity and Inclusion) and allows for easy integration.

This approach applies an impact-oriented methodology to demonstrate measurable results and achievement in quantitative and qualitative terms. Program sustainability and expansion is promoted through long-term peer-to-peer sharing and a common learning process.

An inclusive approach to its mission and business paradigm positively advances and elevates a YMCA's local image and visibility as one of global reach, impact and relevance in an increasingly global society.

### YMCA OF THE USA

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