

PROPOSED TLTC STRATEGIC PLANNING INITIATIVE

Overview

Strategic planning is a systematic process through which an organization agrees on--and builds commitment among key stakeholders to--priorities, which are essential to its mission and responsive to the operating environment. (Allison & Kaye, 1997). Engaging in a strategic planning process would serve to inform decision making through establishing consensus about intended Collaborative outcomes, the actions necessary to reach those outcomes, and measures of success. A seven-phase process implemented over the Spring 2002 semester would involve all board members and other identified stakeholders in (a) review of documents and proposed action in advance of board meetings, (b) discussion at each board meeting as described below including a retreat added to the April meeting specifically for planning, and (c) development of strategic plan, annual operating plan by the May conference, and annual operating budget by the June board meeting.

Objectives. The desired outcomes for this proposed strategic planning initiative are to:

- ❖ Develop written strategic plan by end of semester.
- ❖ Involve stakeholders in selection of priorities and intended outcomes.
- ❖ Identify acceptable measures of outcomes.
- ❖ Inform budget and policy decision making.

Strategies. The objectives may be accomplished through the following activities and events:

- ❖ Selection of strategic planning process and strategic planning committee—which may equal or include existing Planning and Assessment Committee—to oversee planning process.
- ❖ Regular meetings of strategic planning committee and TLTC staff to facilitate planning process, review and analyze data collected, and draft documents and proposed actions to be present to TLTC Board and identified stakeholders.
- ❖ Review of documents prior to, and discussion and action on information during, planning discussion associated with TLTC board meetings: agenda item for December, January, February, March, and June meetings, strategic planning one-day retreat before or after April meeting, and session during May conference.
- ❖ Analyses of existing documents and data, collection and analysis of selected data to address proposed objectives.
- ❖ Written strategic plan and written annual operating plan developed for May conference discussion.
- ❖ Written annual operating budget developed for June TLTC board meeting.

Measures of Success. The following data sources will provide evidence of success for the strategic planning initiative outcomes.

Outcome	Data source(s) and analyses
The strategic planning process will result in a written strategic plan based on planning discussions and data analyses completed by June 2002.	Planning committee and staff will monitor progress in accomplishing strategies on the timetable as directed by the TLTC Board using minutes of meetings and review of documents.
Identified stakeholders will have participated in, and accept results of, planning discussions; review of documentation and data analyses; selection of priorities, activities and events for accomplishing priorities; and measures of outcomes for each TLTC program objective.	Planning committee and staff will monitor involvement of stakeholders and degree of consensus through telephone, email and/or face-to-face survey of selected stakeholders between the April and May planning discussions. Stakeholders will agree to participate in planning process, respond to survey prompts, and provide comments and questions during process.
The strategic planning process and resulting plans will inform budget and policy decision making.	Planning committee and staff will review TLTC board decisions as recorded in meeting minutes to ascertain use of strategic planning process in decision making.

Cost. The projected budget for each event/activity is listed below. Estimates are based on involvement of all board members, staff, and approximately five additional stakeholders.

Strategies	Budget Description	Cost
Selection of strategic planning process and committee	Strategic Planning Books (24 * \$45)	\$1,080
Regular meetings of strategic planning committee and TLTC staff to prepare for planning discussions associated with board meetings	Planning committee meetings--prior to Feb, April, May planning discussion sessions (3 trips * up to 8 travelers * mileage + food (\$125 each)	\$3,000
Full-day planning session in conjunction with April board meeting	Time of all stakeholders + Lodging and food (travel for 5 @ \$100 each + lodging for 21 @ \$100 + food for 24 @ \$45)	\$3,680
Review of documents for planning discussions	Time of all stakeholders	
Analyses of existing documents and data, collection and analysis of selected data to address proposed objectives	Time of planning committee and staff + Potential materials for data collection/ analyses (phone calls, travel to campuses, additional information resources = \$920)	\$920
Written strategic plan and written annual operating plan	Time of planning committee and staff + Document preparation materials (copying, binding, distribution estimated at \$3 per copy * 50 copies)	\$150
Written annual operating budget	Time of planning committee and staff	
During process may see need for additional funds	Contingency funding at 20%	\$1,766
TOTAL ESTIMATED COST:		\$10,596

Timeline. The projected timeline for the strategic planning initiative is given below.

Time	Description
Dec meeting	Planning committee proposes strategic planning initiative process and requests action (1)
Prior to January meeting	Planning committee reviews planning process and TLTC document and recommends action for phases 1-3 of planning process and stakeholders review planning process and TLTC mission and vision statements (2-3)
January meeting	A 1-2 hour discussion of the Planning committee recommendation and decision on proposed action (2-3)
Prior to February meeting	Planning committee (with board members' assistance) reviews all existing TLTC documentation and programs to provide synopsis and propose action (3-4)
Feb meeting	Planning committee provides overview of findings and proposal for action (4)
Prior to March meeting	Stakeholders review identified critical issues and core priorities, ask and answer questions, and call for refinement as needed (4)
March meeting	Planning committee provides brief update and presents items for discussion as needed (4)
Prior to April meeting	Stakeholders review identified criteria for setting priorities (4)
April meeting	Add overnight and one day to April meeting for retreat to set priorities, core strategies, scope and scale of programs, goals and objectives, and financial projections. (4)
Prior to May meeting	Planning committee will draft strategic plan and annual operating plan (5-6)
May conference	Stakeholders will examine drafts of strategic plan and annual operating plan for revision and/or adoption (5-6)
Prior to June meeting	Finance committee will draft annual operating budget (6-7)
June meeting	Stakeholders will review and/or adopt annual operating budget and begin monitoring process (6-7)

Note: Numeral in parentheses indicates phase of planning.