

**TO:** Core Board of Directors

**TOPIC:** Strategic Plan Implementation Project Team Update

**ACTION / INFORMATION / REPORT:** INFORMATION

**ACTION REQUESTED BY:** Margaret Heller, Past President

**SUBMITTED:** November 20, 2023

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## SUMMARY

### BACKGROUND

The Core Strategic Plan Project Team has been meeting since July 2023 to review the Core Strategic Plan that was approved in February 2023. The group's charge was as follows: "The project team is responsible for creating a framework for ongoing strategic plan implementation planning and review. The project team will review all the strategic plan elements, document completed items, and assign responsibilities for items in progress or not yet begun. The group will define a workflow for routine review of these items and planning for future projects." The deliverables for the project were anticipated to be a framework for ongoing tracking of strategic plan process, a list of KPIs for each strategic initiative, and a recommendation to the board on an ongoing format for the strategic plan cycle.

The project team will need additional time beyond the December Core Board meeting to complete the work of revising the strategic plan to reflect KPIs or a complete recommendation on on-going plans, so the current document is informational in nature, and will be followed up by a report with requested actions for the board.

The project team identified several gaps and emerging needs in the existing strategic plan; mainly a lack of specificity in some goals that made it challenging to determine if they were done, and more need for goals to reflect emerging needs about intellectual freedom. To address the first issue, the team decided to rewrite several of the goals and assign each of the existing goals to specific committees. The team also added additional members from the Diversity and Inclusion Committee and incorporated ideas proposed by the board at its August retreat to address the second issue. While this work will not be completed by the December 8 meeting due to adding the additional members recently, work in progress on the revised plan will be demonstrated, with a chance for board members and others to ask questions.

Another challenge for the strategic plan was communication to committees about the expectations for goal-setting being aligned with the strategic plan, and tracking which work was related

to the strategic plan and which was operational. To address this challenge, the project team revised the [committee report form](#) to include sections to address specific assignments, as well as future goals that would be related to strategic areas. This committee report form will be demonstrated and questions answered at the December 8, 2023 board meeting.

The team will issue a formal recommendation at the conclusion of its work for the future of the strategic plan tracking. In general, however, the team's suggestion is that the work be led by the past-president and a subcommittee of the board and key committees, and use the committee reports to align work and check for gaps. Additionally, planning for a new strategic plan should begin in the summer of 2024.

### **BUDGET IMPLICATIONS**

Several items in the strategic plan may need to be addressed in the budget and fundraising plan; in particular Strategic Area 2: Career Building and Recognition may require some additional investment to develop new curricula or planning for emerging areas.

### **ACTION REQUESTED**

No action requested at this time.