

## Developing the Plan

### LCCC Strategic Planning 2013

#### Overview

The final part of the strategic planning process focuses on the development of the plan itself. Up to this point, the process should have provided a strong environmental assessment of the world outside and in the College, including the identification of critical issues, assumptions about the future, and a SWOT analysis. The process to this point should have also validated the College's mission statement (core purpose), established LCCC's Core Values, and finally identified its Envisioned Future (vision statement). Using that foundation, this final stage includes a binning and brainstorming session, drafting the plan, establishing a monitoring and evaluation framework, and implementation.

#### A. Brainstorming and Binning Process

Given the completed vision framework (which includes core ideology and envisioned future) the team will conduct a brainstorming and binning process. In this process, ideas for strategic goals and outcomes, operational strategies and objectives for implementing those strategies are developed and shared. They are then put into bins accordingly:

- 1) **Strategic Goals:** broad statements of what the College hopes to achieve in the next 3-5 years. Goals focus on outcomes or results and are generally qualitative in nature.
- 2) **Strategic Outcomes:** are assessable indicators, metrics, or measures that individually and/or collectively illustrate the College's attainment of strategic goals.
- 3) **Operational Strategies:** are statements of major approach or method for attaining strategic goals and resolving specific issues.
- 4) **Operational Objectives:** are specific actions, initiatives, and/or projects to carry out operational strategies.
- 5) **Operational Outcomes**

#### Refinement Exercise

- After conducting the brainstorming and binning process, the team will begin to delete, refine, and/or combine the various plan elements. This should take place in sequential order, starting first with the Strategic Goals and Outcomes, and working down the bins accordingly until there is general consensus on the makeup.
- Note: this is not an exercise in wordsmithing, but rather to focus the elements and generate consensus.

#### B. Drafting the Plan

A single individual or no more than a small group from the larger team will work to develop the first draft of the LCCC strategic plan. During this stage the refinement of specific language for the various elements in the plan will occur, as well as general formatting and structuring of the document. Other additional information and content may be incorporated at this time.

#### C. Development of an Evaluation and Monitoring Framework

The team reviews comments and makes needed revisions to the draft strategic plan. Then in this stage the team develops a strategic plan evaluation and monitoring framework for use in development of lower-level operational and unit plans.

### D. Plan Review, Adoption and Implementation

The final stage of the strategic planning process is for the review of the draft strategic plan by various entities on campus (e.g., College Council, Faculty Senate, President's Cabinet, the Board of Trustees, etc.), and ultimately the recommendation of the final plan for approval by the Board. Once approved, implementation of the plan begins immediately.

#### Suggested Schedule

1. Homework
  - a. Review the updated Mission, Core Values and Vision Framework developed in the previous steps.
  - b. Think about and consider the assumptions drawn about the future from the environmental scanning process.
  - c. Consider the results of the SWOT analysis or critical issues facing the College now and into the future.
2. Day 1 (Morning – 8:30 am till 11:00 am)
  - a. Brainstorming and Binning Process (60 Minutes)
  - b. Refinement Exercise (60 Minutes)
3. Small Group Work (One Month)
  - a. First draft of the strategic plan (one week)
  - b. Review of the Strategic Plan Draft (one week)
  - c. Development of an evaluation/monitoring framework (ongoing)
  - d. Dissemination and adoption of Strategic Plan (upon conclusion of previous)