

HIGHLIGHTS OF STRATEGIC PLANNING COMMITTEE MEETING NOVEMBER 28, 2017

After acknowledging the tremendous contribution offered by Link Anika in preparing the Strategic Planning Report requested by National our meeting proceeded in the order of the agenda.

Discuss Purpose and Rationale for Chapter Strategic Plan

Link Barbara provided historical perspective of the Strategic Plan and emphasized that the plan we develop will be utilized as our chapter's road map. She shared information about how the Strategic Planning process was introduced to The Links Incorporated during an assembly in Seattle, Washington. She indicated that the strategic planning concept was embraced as an integral part of our organization's operational component under the leadership of Link Gwendolyn B. Lee, 14th national president from 2006-2010. The strategic plan was enhanced by emphasizing transformational programming and alignment of chapters and the national organization under the leadership of Margot James Copeland, 15th National President. The newest changes to the Strategic Plan were proposed by Glenda Newell Harris 16th National President to emphasize health issues impacting communities we serve.

Review National Strategic Priorities

We reviewed the National Strategic Priorities and discussed the purpose of emphasizing these areas of concentration. The areas discussed are listed below:

1-Deliver and Sustain Transformational Programs: To enhance designing and conducting programs that are community relevant and have a positive, long-term impact. The community will be engaged in the program design, implementation and delivery.

2-Enhanced Member Service and Engagement: To ensure that members get what they need when they need it, in the manner that is appropriate and most effective for their utilization at all levels of the organization. This process involves embracing friendship, engaging in training, and communicating effectively. It also involves including heir-o-links and connecting links in programs/activities where possible.

3-Fund Development and Fiscal Responsibility: To ensure that the organization has adequate resources to support its strategic priorities at all levels. It focuses on transparency, accountability, financial health, and good stewardship.

4-Organizational Assessment and Alignment: To encourage regular evaluation of all aspects of the organization, including but not limited to membership, leaders, programs, partners, funders, chapters, staff, etc.). The data will be used to facilitate connecting all aspects of the organization.

5-Leadership Development: To assure availability of leadership capacity at all levels of the chapter. Members (40 years and under, and seasoned) should be prepared to lead within the chapter to ensure consistency, continuity and management of intergenerational opportunities.

6-Promoting Links Brand: To cultivate consensus about who we are, what we do and the value we bring to the community we serve. We will develop and adhere to an effective communication and collaboration system (internally and externally).

Design Process for Institutionalizing Strategic Planning as an Essential for Chapter Operations

We discussed the importance of making consistent use of the strategic plan in a manner that is beneficial to the chapter. We agreed that fulfilling the goals and objectives of our strategic plan must be our common purpose and our shared commitment. Each member of our chapter will be expected to play a role in this effort. Our strategic plan will embody our shared responsibility to build and operate a chapter that contributes to the well-being of every member, our chapter and the community we serve. Our strategic plan will be a critical and necessary step forward in establishing a more sustainable future. We will propose institutionalization of best practices for strategic planning in executing chapter operations in effort to positively impact our service delivery.

The following recommendations were proposed to facilitate the institutionalization of our strategic plan:

- Having all facet and standard committee chairs submit progress reports on a monthly basis;
- Cultivating leading external partnerships to help enlighten others about our chapter efforts, amplify our impact and our brand;
- Maintaining alumni engagement to preserve our institutional history;
- Incorporate chapter's strategic plan/process during new member orientation;
- Collaborate with Program Coordinator, Chair of Organizational Effectiveness Committee, Code of Ethics Chair and Parliamentarian to ensure total integration and reference to our plan;
- Ensure that our chapter's infrastructure is robust and effective in guiding the chapter's operation.

At the beginning of the chapter's program year the Strategic Planning Committee's focus centered on gathering and inserting information from facet and standard committee chairs. The information submitted gave our committee an overview of our chapter's activities (implemented and proposed). We have determined that our chapter's efforts might be better reflected if we refine the manner in which we document our activities and the resulting impact. We will recommend regular participation of the strategic planning committee during monthly chapter meetings. The proposed tasks/time line(s) listed below is offered to assure that we provide a comprehensive review/training for our chapter. It is our believe that this regular and

phased integration of our chapter's strategic plan will help members better understand the purpose and advantages of adhering to central priorities.

Establish Chapter Strategic Plan Committee's tasks/time line

The proposed scheduled for presentation(s) to the chapter during monthly meetings is listed below and must be confirmed with each recommended leader:

- 1. January, 2018- Leadership provided by Barbara Gundy**
Deliver and Sustain Transformational Programs
- 2. February, 2018- Leadership provided by Javette Hines**
Enhance member Services and Engagement
- 3. March, 2018- Leadership Provided by Joyce Kittrell**
Fund Development and Fiscal Responsibility
- 4. April, 2018- Leadership Provided by Anika Khan**
Organizational Assessment and Alignment
- 5. May, 2018- Leadership Provided by Terri Joyner**
Leadership Development
- 6. June, 2018- Leadership Provided by Dianne Young**
Promote Chapter Brand
- 7. January-June, 2018- Leadership Provided by Barbara Edwards**
Institutionalizing and Sustaining Strategic Plan

The aforementioned presentations will be formatted in a manner that will highlight chapter's readiness for:

- Preparation of the annual program report due to national in February;
- Encourage focused service delivery
- Promote active member participation
- Avoid deficit spending
- Incentivize member's leadership interest
- Increase astute branding and desired community presence
- Actualize the strategic plan as a live and workable tool

Review Method to Measure the Effectiveness of Chapter's Transformational Programming

During our monthly chapter presentations, we should offer helpful hints and procedures to assist facets and committees develop seamless designs for their goals and objectives.

Establish a baseline grounded on established need
Articulate projected outcomes of each facet/standard committee's activity
Construct, implement and document Monitoring Process for program/activity

Documentation of our Efforts and Submission to National

Our committee will have to submit another report in April, 2018 and it would be helpful if we could convey in this submission evidence of our having provided training and support to the membership which enhanced understanding, appreciation and used of the chapter's strategic plan.

Next Steps

In response to a proposal that we conduct a chapter retreat in June, 2018, we will review chapter Retreat requirements as articulated in our bylaws and determine the Strategic Planning Committee's role in fulfilling this expectation.

A draft outline for Strategic Planning Committee's use in offering presentations during chapter meetings will be prepared and submitted to committee members for review/approval.

Follow up with absent Committee members for their input.