

## **Proposed Strategic Planning Process and Timeline Champions For Learning**

Champions For Learning is currently guided by a Strategic Roadmap that runs through June 2027. That roadmap provides direction for the organization's near-term priorities, including expansion of student and educator programs. The next step is the development of a multi-year strategic plan, which is proposed to cover three fiscal years from July 1, 2027 through June 30, 2030.

The purpose of the strategic planning process will be to help the Board of Directors and staff reflect on community needs, organizational strengths, and opportunities for greater impact, and to establish priorities that will guide the organization.

The strategic plan will be designed as a responsive document. While it will establish clear priorities and goals, it will not attempt to predict every future condition or constrain the organization to a fixed course of action. Instead, the plan will provide direction while allowing the organization to adapt as new information, opportunities, and challenges emerge.

The following timeline outlines a framework to guide the sequence of activities within the planning process rather than serve as a rigid schedule. As the process unfolds, adjustments may be made to reflect new insights, emerging opportunities, or board feedback.

### Spring 2026 Planning Process Design

The Strategic Planning Committee provides feedback on the proposed planning framework and approach. The President & CEO incorporates that feedback and presents the proposed strategic planning process to the Board of Directors for potential approval at its meeting on May 19, 2026.

### Summer 2026

Champions For Learning staff members will plan the environmental scan (assessment of context) and strategic conversations, while also initiating data collection.

### September and October Environmental Scan, Strategic Conversations, and Document Format

During this phase, the organization will gather information to help inform strategic discussions with the Board. The environmental scan may include:

- stakeholder input
- trends in student needs and outcomes in Collier County
- priorities and initiatives of Collier County Public Schools
- performance and impact of current Champions For Learning programs
- the broader landscape of organizations supporting student success
- philanthropic and funding trends

The Strategic Planning Committee and Board of Directors will engage in conversations focused on interpreting this information and considering emerging strategic questions for the organization. Staff, the Strategic Planning Committee, and the Board of Directors will also consider document format, including the possibility of using a format similar to that of the Strategic Roadmap (mission; goals; strategies; baseline data; key performance indicators).

#### Winter 2027

##### Development of Strategic Priorities

Insights from the environmental scan, board discussions, and stakeholder input will be synthesized to develop potential strategic priorities. The Strategic Planning Committee will serve as a sounding board as ideas are refined. Draft priorities will be presented to the Board of Directors for discussion and feedback.

#### Spring 2027

##### Board Review and Adoption of Strategic Plan

The Board of Directors will review draft priorities and provide guidance on the final strategic framework. Following discussion and refinement, the Board will approve the 2027–2030 strategic plan. Approval would likely occur in March 2027 but could be delayed until May 2027.

#### July 1, 2027

##### Implementation Begins

The organization will begin implementing the priorities outlined in the new strategic plan.