

INTEGRATED STRATEGIC PLANNING (ISP): PROJECT MILESTONES AND TIMELINE

Phase 1: Analysis (Planning for the Plan)		
Feb 1 – May 31, 2021	Objective: To launch the integrated planning process to the TRU community by actively engaging TRU leadership, strategic operational plans authors and contributors, elected faculty representatives, and internal TRU community. The first half of this phase will focus on finalizing the project plan, developing stakeholder engagement strategy (i.e., engaging students, faculty, staff), and communications plan. All stakeholders will be reminded about the Envision TRU and TRU's new vision, values, and change goals, using communication channels and workshops from the Society for College and University Planning (SCUP). In the second half of this phase, TRU leadership and plans authors and contributors will have an opportunity to participate in a workshop facilitated by SCUP to start working toward plans alignment and addressing planning gaps (<i>Realizing Envision TRU: Green Paper</i> , March 8, 2021, p.10). <i>Please note the presented order of activities does not represent the order they might be completed.</i>	
	Milestones	Assigned to:
	<i>Realizing Envision TRU: Green Paper</i> discussing process models and planning frameworks for discussion	IPE Provost
	ISP Project Charter - ISP Project Milestones and Timeline	ISP Project Manager IPE
	Existing Plans Inventory (e.g., timeframes, expiration date, department, author)	IPE
	Conduct high level goal alignment analysis (identifying gaps between existing plans and change goals in collaboration with plans authors/contributors to support units planning)	IPE
	Draft Steering Committee Terms of Reference and plan activities/meetings for the committee	ISP Project Team
	Communications Plan	MarCom ISP Project Team
	Develop a strategy for logical transition from previous strategic priorities	ISP Project Team, MarCom (Communications Plan)
	Launch the ISP Process to TRU community	ISP Project Manager, MarCom

	Finalize future workshops and sessions with SCUP (e.g., developing outcomes, materials)	IPE ISP Project Team
	SCUP Session 'Overview of the Plan/Setting the stage for Integrated Planning' – a facilitated session with PLG	ISP Streeting Committee
	<p>Outcome: Completion of Phase 1 report outlining gaps between existing plans and change goals.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> - Green paper ☒ - SCUP session & work plan ☒ - Communications Plan ☒ - Steering Committee Terms of Reference ☒ - Project Charter ☒ - Plans Inventory ☒ - Goal Alignment Analysis & Report ☒ 	
Phase 2: Change Goal Alignment (Working Toward Alignment)		
<p>June 1, 2021 – February 2022</p>	<p>Objective: To establish TRU's first Integrated Strategic Plan, Implementation Plan, and Integrated Planning Model. The ISP Project Team, Steering Committee, and plans authors, with input from TRU leadership and community, will work together on determining how different plans align (horizontally and vertically) with the change goals. TRU planning champions from each unit across campus will have an opportunity to participate in SCUP workshops where they will be able to work on their plans and amendments to align with the change goals. This phase also included time for the planning members to meet and reflect and share their ISP planning journeys.</p>	
	Milestones:	Assigned to:
	ISP Steering Committee Launch	Provost, ISP Project Manager, IPE
	SCUP Goal Alignment Part I for the Steering Committee and unit planning teams	Steering Committee Unit planning teams
	SCUP Goal Alignment Part II for Steering Committee and unit planning teams	Steering Committee, Unit planning teams
	Celebrate the ISP Journey Event	Steering Committee, Unit planning teams
	ISP Map Template Completion	Steering Committee, Unit planning teams
	ISP Map Template Content Analysis	IPE
Create inventory of tactics/metrics by change goal	Every unit, IPE	

	<ul style="list-style-type: none"> - Consider campus planning tool (e.g., Anthology (previously known as Campus Labs)) 	ISP Project Team
Phase 3: (Striving Ahead)		
March 2022 – June 2022	Milestones:	Assigned to:
	Appointment of the Change Goal Implementation Leads	Provost
	Feedback on the ISP Plan Draft	
	Write the Integrated Strategic Plan <ul style="list-style-type: none"> - Draft the plan - Collect feedback/consultation on the draft - Outline of strategies and timeframe for budget cycle 	TBD
	Write the Implementation Plan <ul style="list-style-type: none"> - Timeframe for goals 	TBD
	Analysis/decision/prioritizations of resources (e.g., financial, human, space, etc.) to support the Integrated Strategic Plan	TBD
	Collect feedback on ISP process	Provost
	SCUP Workshop Phase 2 #3 – Integrated Planning Model Development <ul style="list-style-type: none"> - <i>Reflection point for stakeholders: how do our plans align vertically and horizontally?</i> - <i>Graphic Recording with Marie Bartlett (?)</i> 	ISP Project Team, Steering Committee
	Start the development of the assessment plan of the change goals strategies/tactics/metrics	<i>Preliminary Assessment Team (ISP Project Team, members of steering committee, people from areas that are already involved)</i>
	Presentation of the Integrated Strategic Plan to governing bodies for endorsement/approval	Provost
Outcome: Each unit will identify and address plan amendments to continue working toward operationalization of change goals. TRU’s first Integrated Strategic Plan will be endorsed/approved by the governing bodies: <ul style="list-style-type: none"> o Senate – draft (March 28/April 25/May 30, 2022), final (June 13, 2022) o PCOL – April 27, 2022 o Board of Governors – draft (April 1, 2022), final (June 17, 2022) 		
Deliverables:		

	<ul style="list-style-type: none"> - Integrated Strategic Plan - Implementation Plan - Integrated Planning Model 	
Phase 4: Integrated Planning (Living the Plan)		
June 1, 2022 – October 31, 2023	Objective: After governance bodies endorsement/approval, TRU will begin the implementation of the Integrated Strategic Plan, guided by the Integrated Planning Model.	
	Milestones:	Assigned to:
	ISP Planning Resources	IPE Team
	ISP Assessment Committee launch	Provost, <i>preliminary</i> Assessment team
	Explore and adopt processes and tools to do integrated planning (e.g., dashboards, structures, planning tools)	Provost, IPE Team
	Annual assessment and reporting on progress toward the change goals (Integrated Planning Phases - TBD)	Informed by Integrated Planning Model
Outcome: All TRU units will be aligned in their reporting and pursuit of change goals.		

GLOSSARY OF TERMS

Change Goals

New strategic change goals adopted by TRU as a result of Envision TRU process:

- Eliminate achievement gaps,
- Honour truth, reconciliation, and rights,
- Lead in community research and scholarship,
- Design lifelong learning.