**Strategic Planning Meeting Program**

**Saturday, March 1**

2:00 TMC Conference Ends

2:20 Steve Katz et al: History of the Media Consortium

(memorialize the past—backpatting)

2:40 Tiffany Shackleford: The Lay of the Land

(the competition: SWOT)

3:00 Gregg Zachary: Futurevision

(challenges and opportunities)

3:20 Jo Ellen: Introduce Craig and dotmocracy

3:30 Jo Ellen: Mapping our Direction

4:00 Group Work: Mapping our Direction

Sunday, March 2

9:30 Group Work: Choose a Direction

10:30 Evaluate Directions

11:00 Coffee Break

11:15 Full Group: Choose a Direction

12:30 Working Lunch: Next Steps

The Problem:

TMC is not currently sustainable as an organization.

The Question:

What strategic direction is most likely to lead to financial sustainability while supporting our shared values?

**What Strategic Planning IS:**

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. (Adapted from John M. Bryson, Strategic Planning in Public and Nonprofit Organizations

“Fear and discomfort are an essential part of strategy making” (Roger L. Martin, “The Big Lie of Strategic Planning, Harvard Business Review)

**There is one strategy for a given business — not a set of strategies. It is one integrated set of choices: what is our winning aspiration; where will we play; how will we win; what capabilities need to be in place; and what management systems must be instituted? (Roger L. Martin, http://blogs.hbr.org/2013/02/dont-let-strategy-become-plann/)**

**What Strategic Planning IS Not:**

Strategic planning is “not a budget with a lot of explanatory words attached….If you pass the five-page mark is time to ask: Are we answering the five key questions or are we doing something else and calling it strategy? If it is the latter: eject, eject!” (Roger L. Martin)

Some Possible Answers:

* Peer Network: We are fundamentally a peer network. We should downsize to make this informal network of relationships sustainable.
* Independent Media: We believe journalistic independence from corporate or foundation money is its own value. We will add business and technology services to support those already in the sector and to increase the number of independents entering the sector.
* Progressive Partisans: We are a coalition with a shared progressive agenda. We will work with funders and allies on key issues to achieve that agenda.
* Truth-Speakers: We tell the untold stories no one else will touch. We will form partnerships to increase the impact of these stories and bring attention and support to the sector.
* Yours?

Planning process:

4:00-5:00 pm Small groups Saturday: groups are selected by Jo Ellen and Craig to be balanced; groups review primary question; discuss answers Jo Ellen has suggested;and come up with more possible answers. Dot sheets

9:30-10:30 Small groups Sunday: groups self-select based on the answers that most interest them, and dive deeper, asking these two questions:

1. Which of our shared values does this strategy reflect and support?

2. How will this strategy lead to financial sustainability?

10:30-11:00 Groups present to each other and dot sheets.

11:00-11:15 Craig reviews sheets

11:15-12:30 Craig presents results of sheets. Need to arrive at a decision.

12:30-1:30 Lunch and next steps

1:30-2:00 Evaluate Process