

Nebraska Journalism Trust

Policy 4: Strategic Planning

Nebraska Journalism Trust (NJT) will establish an ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals. The plan will provide direction for both long and short term decision making by the Board of Directors and the Leadership team to fulfill the mission of the organization and make choices among competing demands.

Strategic Planning Process Framework

The Strategic planning process will incorporate the following components:

- Mission Statement
- Values Statement
- Critical assumptions about the future
- Three-year, written, Board-approved strategic plan
- Strategic performance measurement report format
- Active engagement in the process at all levels of the organization

Planning Cycle

Long term Visioning. At certain times, organizational leadership will determine the need exists to engage in a strategic visioning process with the long term horizon, such as five or ten years, in order to make decisions about organizational direction, major capital investments, master facility plans, program commitments, or organization structure. The resulting long term vision will create an overarching strategic context for an ongoing strategic planning.

Rolling, multi-year strategic plan. The organization will engage in a rolling strategic planning process so the organization's strategic initiatives and goals are always as current as possible, reflecting contemporary conditions.

Calendar. The organization's fiscal and planning year is a calendar year. The strategic plan will drive the financial plan.

Three-year plan. Every three years, the organization will engage in a comprehensive, data-driven assessment and adoption of a written strategic plan.

Continuous monitoring. Leadership will continuously monitor changes in the critical assumptions underpinning the strategic plan as well as the organization's actual performance in achieving its strategic goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.

Integrated Planning. The strategic plan is an overarching document that should drive related organizational plans for such areas as quality improvement, financing, information systems, facilities planning, fundraising, and human resources.

Alignment. There will be one mission and vision statement and one set of core values. Strategic plans for subsidiaries and departments will be aligned with and supportive of the organization-wide mission, vision, values, and strategic plan. Financial plans (including annual

budgets and long-term capital plans) will be tied directly to the strategic plan. Organizational leadership will be held accountable for the goals in their plans.

Communications. Senior leadership will be responsible for communicating the strategic plan to key stakeholders and enrolling them in achieving the goals of the plan.

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