

Strategic Planning for Tribes and Tribal Organizations

February 27-28, 2012 - Las Vegas, NV

CLASS ID: GV075LASVE

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HOW TO REGISTER

Phone: Call 1-800-992-4489, Monday-Friday, 9:00 a.m.-5:30 p.m. EST.

Fax: Complete the registration form and fax to 703-352-2323 anytime. Payment must be received at our office prior to the start of the session.

Mail: Return registration form and payment to:
Falmouth Institute
3702 Pender Dr., Suite 300
Fairfax, VA 22030.

Online: At www.falmouthinstitute.com

E-mail: info@falmouthinstitute.com

For complete registration policies, please visit www.falmouthinstitute.com or call 1-800-992-4489.

Advanced payment by credit card or check is required. Purchase orders do not constitute payment. Registrations must be received 10 business days before the class start date. After this date, registrations will be taken on a space-available basis and a \$25 late registration fee will be charged.

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Strategic planning involves setting goals, developing action plans and evaluating the strategy. This two-day class will take you step-by-step through the process.

Strategic Planning

for Tribes and Tribal Organizations

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Participate in this hands-on class and learn how to:

- › Identify your organization's objectives
- › Develop a mission statement for your organization
- › Identify common community needs
- › Evaluate your strategy
- › Lead your organization in strategic planning
- › Put your plan into action

Join us and learn how to transition a vision into a plan.



To register, visit
www.falmouthinstitute.com
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This class is perfect for tribal leaders, board members, council members, tribal administrators and department managers.

The ability to plan with accuracy and foresight is the cornerstone of success. Strategic planning is important at all levels of any organization, and it's a team process. In this hands-on class, you'll examine the unique role that tribal culture plays in the planning process. Learn what tools you can use to analyze your organization and its needs and how to develop a strategic plan.

During this class, you'll learn how to conduct a strategic-planning session, how to prepare for the session and steps to take after the session. As you discover ways to establish a direction for your organization, you'll also understand how to evaluate the plan's success and make necessary modifications.

TOPICS INCLUDE

A Native Perspective on Planning

- › Identifying community needs
- › Pursuing common goals
- › Determining your organization's strategic posture

Elements of Planning

- › Dynamic variables:
 - › Tribal community members
 - › Tribal resources
- › Operational variables:
 - › Organizational structure
 - › Standards
 - › Evaluation
 - › Value reinforcement
- › Making and using certain assumptions about the future
- › Visualizing and formulating proposed goals to achieve results
- › Performance Assessment Rating Tool (PART)

Learn how to develop a strategy for success.

Crucial Differences in the Planning Process

- › Non-Native corporations
- › Native corporations and organizations:
 - › Most likely assumptions
 - › Assessing human and monetary resources
 - › Determining the most efficient use of resources

Steps in Strategic Planning — Directing

- › Building a tribal organization

- › The mission statement
- › Clarifying your mission statement:
 - › Special considerations
 - › Determining primary and secondary clients or customers
 - › Determining principal sources of funding
- › Creating a roadmap to success
- › The development process

Management by Objectives

- › Developing statements of objectives:
 - › Determining and identifying objectives
 - › Assigning priorities to objectives
 - › Writing the objectives
- › Preliminary exercise — identifying goals and objectives

Steps in Strategic Planning — Assessing

- › Looking at the big picture
- › Analyzing the past
- › Assessing the present
- › Projecting the future

Steps in Strategic Planning — Strategizing

- › Formulating strategies for organizational development
- › Reality vs. wishful thinking
- › Soliciting suggestions on how your organization can prosper
- › Using judgment and creativity to make educated guesses
- › What to do with the less-than-perfect strategy

Steps in Strategic Planning — Planning

- › Developing the one-year strategic plan to achieve goals

- › Getting information and suggestions from managers
- › Modifying the strategic plan

Steps in Strategic Planning — Evaluating

- › Reviewing results
- › Drawing conclusions
- › The strategic-planning loop

Conducting a Strategic-Planning Session

- › Before the session
- › Who should be involved?
- › During the session
- › Steps to take after the session

Strategic Planning Outline

- › Step-by-step overview
- › Planning process terms
- › Critical questions to help define strategic issues
- › Final strategic plan format

Putting the Plan into Action

- › Identifying tribal needs in annual increments
- › Outlining programs and strategies to meet identified needs within policy guidelines
- › Estimating revenue necessary to implement programs and strategies
- › Identifying alternative sources of revenue
- › Providing a consistent mechanism for prioritizing needs and evaluating progress
- › Clearly delineating operational authorities and expectations in accordance with tribal laws

Topics subject to change.

ON-SITE TRAINING AND TECHNICAL ASSISTANCE

Falmouth can provide on-site training and technical assistance to help with all of your tribal Governance needs. By providing customized answers to the issues and challenges of your organization, we'll be able to create solutions to strengthen your community and expand your opportunities.

Looking to provide this information to your entire team? Bring this session or any combination of our other Tribal Governance sessions right to your tribal headquarters. Spend less time on the road, cut back on travel costs and give the leaders of your

community the knowledge they need to succeed.

Our team is also able to provide technical assistance and hands-on support to help guide you through the complex governing challenges you face. Do you have questions about your tribal constitution or bylaws? Do your enrollment records need to be audited? Does your board need a strategic planning retreat? Are you looking to strengthen your workforce? Falmouth has the experience and ability to help your leadership.

Visit www.falmouthinstitute.com or call 1-800-992-4489 x119 for more information on our customized on-site training and technical assistance solutions.

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