A key theme that we continually found in our reading was the need for a program planner to be flexible, which is how we came up with "STRETCH." (See Figure 1) Each letter stands for a phase of the programming planning process. Not only does the word help you remember the process, but it also reminds you to be flexible. The visual aid with our model is a rubber band (See Figure 2) because it is a circle and can be stretched to fit additional items into the model as needed.

Below is a list of some of the items STRETCH encompasses.

I. Survey/Needs Assessment
   a. Define intended audience
   b. Define need for program
   c. Define sponsorship parameters
   d. Define program venue
   e. Desired results/consequences of program
   f. Potential results of no program

II. Target/Goals & Objectives
   a. Define intended audience to attend and participate
   b. Create content to create desired effect
   c. Generate ideas for creating the greatest participation
   d. Create quality advertisement/publicity of program
   e. Devine evaluation procedures/goals of program

III. Research Planning
   a. Set planning parameters
   b. Content/subject areas/program tracks
   c. Evaluate previous evaluations (if appropriate)
   d. Event duration
   e. Overall budget
   f. Plan "B" contingencies
   g. Planning timeline/deadlines
   h. Develop evaluation criteria/plan

IV. Engineer Planning
   a. Speakers
   b. Venue/logistics/transportation/security
   c. Technology considerations
   d. Publicity/advertising
   e. Role delegation for task implementation
   f. Vendor bidding

V. Take Effect/Implementation
   a. Tracking planned schedule
   b. Monitoring of sponsor personnel
   c. Monitoring of venue operations
d. Delegation of program changes/flexibility
e. Monitoring participants' engagement in program
f. Administering evaluations to participants

VI. Check/Evaluation
   a. Participants' evaluations
   b. Sponsor evaluation of venue facilities/security/transportation, etc.
   c. Evaluation of Program Rationale/Goals/Planning
   d. Speaker evaluations
   e. Evaluation of program evaluation process

VII. Hear/Learn
   a. Collect all evaluation data
   b. Assess conclusions of evaluations
   c. Present conclusions to planning committee
   d. Needs assessment for next program (a feedback loop)

Figure 1 STRETCH Program Planning Model
Figure 2 Stretching to Fit Addition Items as Needed