



UNDERSTANDING STRATEGIC PLANNING - BUILDING BOARDS PROGRAM

Strategic planning:

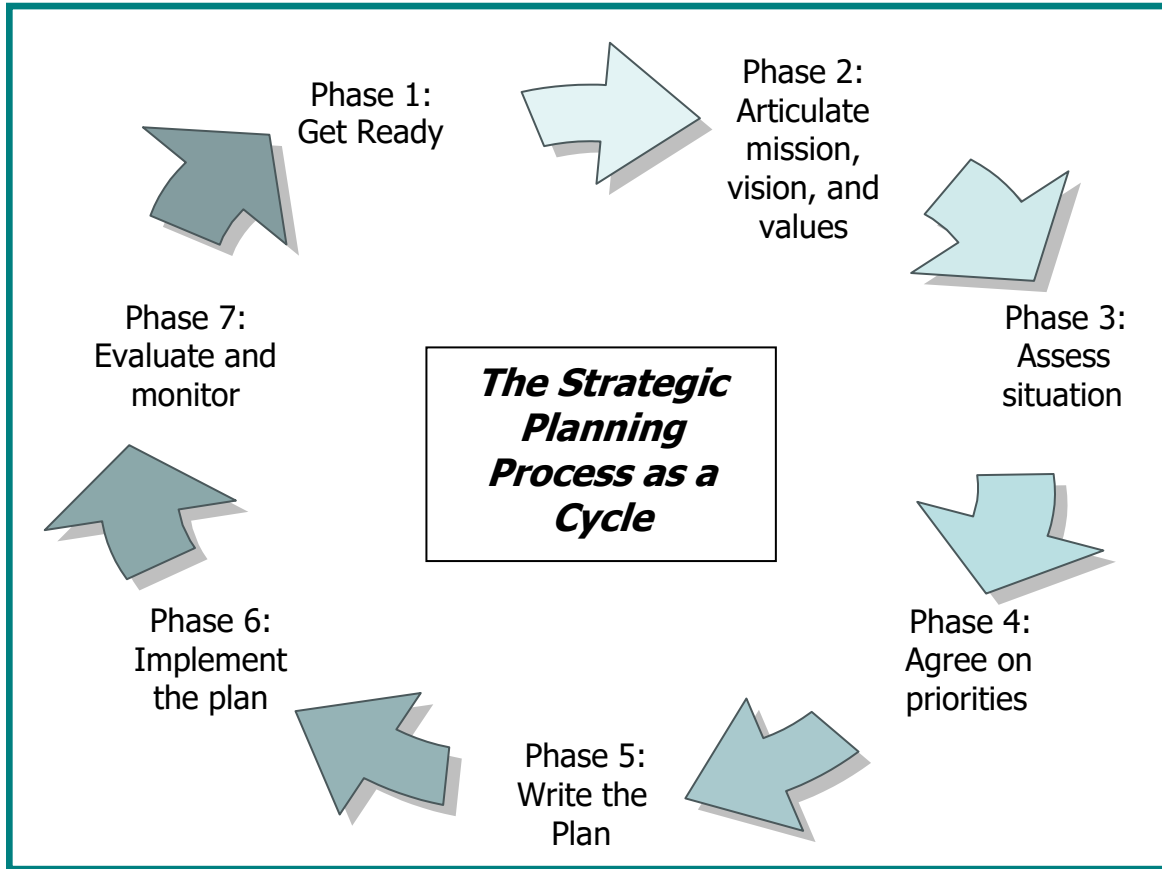
- **Intentionally responds to the current environment**
- **Is systematic and data based; it gathers new information to make decisions**
- **Sets priorities and makes decisions about directions and goals**
- **Builds commitment and engages appropriate stakeholders**
- **Guides resource acquisition and allocation**

Strategic planning is not:

- **A prediction of the future; instead, it is a plan based on current information**
- **A substitute for judgment; instead, it is a vehicle for informed decision making**
- **A smooth, linear process; instead, it is iterative and insights at any stage may change earlier conclusions**

The keys to effective strategic planning are:

- **Recognition that strategic planning is a process that is continuous, not a completed project**
- **Focus on the most important issues**
- **Willingness to question the status quo**
- **Production of a document or 'roadmap'**
- **Translation of the strategic plan into an annual operating plan**



The Strategic Planning Process cont'd.

<i>Phase</i>	<i>Steps involved</i>	<i>Product</i>
Get Ready	<ol style="list-style-type: none"> 1. Identify reasons for planning 2. Decide on the basic process to use including roles and participation (who does what) 3. Identify the information that must be collected to make sound decisions 4. Develop a plan for information gathering 5. Develop a 'plan for planning' worksheet 	Planning Workplan

Articulate mission, vision, and values	<ol style="list-style-type: none"> 1. Create (or revisit) mission statement 2. Draft vision statement 3. Articulate/affirm values, beliefs and guiding principles 	Fresh mission, vision, and value statements
Assess the situation	<ol style="list-style-type: none"> 1. Summarize history and accomplishments 2. Review current and previous strategies 3. Gather information from internal and external stakeholders 4. Evaluate current programs, collect objective data 5. Summarize information collected 	Data to inform decisions
Agree on priorities	<ol style="list-style-type: none"> 1. Analyze the data collected 2. Business planning: assess program portfolio and agree on competitive strategies 3. Summarize future program portfolio 4. Agree on core future strategies 5. Agree on administrative, financial and governance priorities 	Decisions
Write the plan	<ol style="list-style-type: none"> 1. Create goals and objectives 2. Develop long-range financial projections 3. Write the plan 4. Adopt the plan 	Strategic plan
Implement the plan	<ol style="list-style-type: none"> 1. Manage the transition: assess the changes required for success 2. Develop a detailed annual operating plan for upcoming year (1st year's implementation strategies) 	Annual plan
Evaluate and monitor the plan	<ol style="list-style-type: none"> 1. Evaluate the plan and the planning process 2. Monitor the strategic plan annually and revise as needed 	Best practices for future planning and an effective monitoring mechanism

Vision without action is merely a dream.