

Strategic Planning Launch

November 13, 2012

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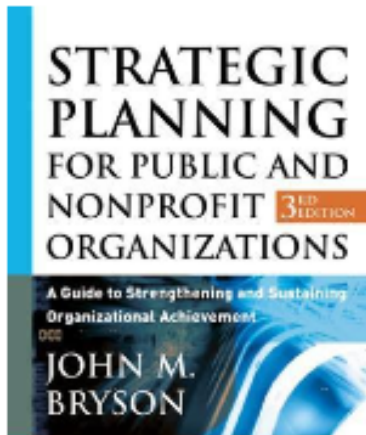
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“I skate to where I think the puck will be...”

...as quoted by John M. Bryson, in...



Want to Read 

Rate this book



Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement

by John M. Bryson

★★★★☆ 3.14 · [rating details](#) · 37 ratings · 3 reviews

When it was first published more than sixteen years ago, John Bryson's "Strategic Planning for Public and Nonprofit Organizations" introduced a new and thoughtful strategic planning model. Since then it has become the standard reference in the field. In this completely revised third edition, Bryson updates his perennial bestseller to help today's leaders enhance organizational effectiveness. This new edition: Features the Strategy Change Cycle--a proven planning process used by a large number of organizations Offers detailed guidance on implementing the planning process and includes specific tools and techniques to make the process work in any organization Introduces new material on creating public value, stakeholder analysis, strategy mapping, balanced scorecards, collaboration, and more Includes information about the organizational designs that will encourage strategic thought and action throughout the entire organization Contains a wealth of updated examples and cases (less)

Hardcover, 430 pages

Published October 5th 2004 by Jossey-Bass

[more details...](#)

[edit details](#)

What is a strategic plan?

Q1: What is a Strategic Plan?

A1: A strategic plan is a document that **defines an organization's priorities in the form of goals and objectives, usually for the next three to five years.** In this way, the organization can align its limited resources with those priorities to optimize the impact / effect of those resources. A strategic plan is by definition more long term and less detailed than would be an “operational” or “tactical” plan that looks at more short term or even day-to-day activities of a department or organization.

Q2: Will this replace the *Logan at 50* plan?

A2: Yes. See Q3 below.

Q3: How often should organizations complete a strategic plan?

A3: Given the often frequent and rapid change in our world involving things like technology, the state of the economy, and scientific breakthroughs, **strategic plans should be updated at least every five years,** and reviewed and updated as needed even more frequently.

Source: Frequently Asked Questions (FAQ) about JALC's Strategic Planning Project

Why do a strategic plan?

1. Sets institutional priorities for the future
2. Directs limited resources where they will have the most effect (i.e., aligned with strategic priorities)
3. Reaffirms foundational statements of purpose and value (mission, purposes, values, vision, educational philosophy)
4. Inspires and guides the individual and collective effort to grow and improve (aspirations, quality, performance)
5. Complements and supports the HLC Pathways reaccreditation process
6. Addresses 2007 HLC recommendations related to...
 - Environmental Scan
 - Actionable recommendations that stem from the strategy

What does a strategic plan include?

- Executive Summary
- Background / Assumptions
- Environmental Scan (Change Drivers / SWOT)
- Reaffirmation of the Mission, Vision, and Values
- Gap Analysis (Challenges / Issues vs. Vision / Aspirations)
- Strategies and Goals
- Strategic Projects (with measurable objectives / milestones)
- Implementation Strategy
- Next Steps

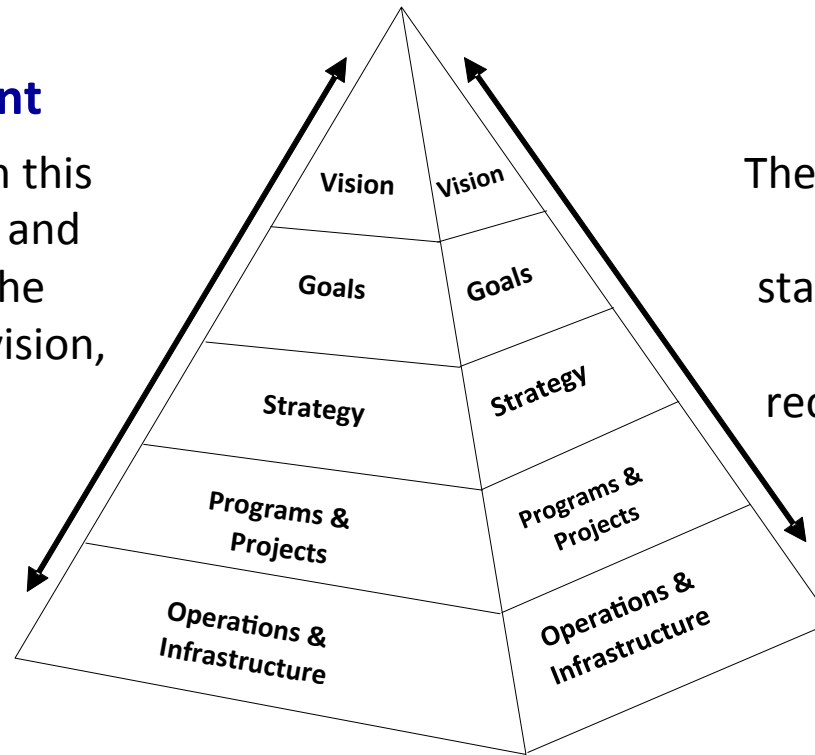
What planning principles will we apply?

Strategic Alignment

Recommendations from this strategy are consistent and closely aligned with the organization's mission, vision, and values

Inclusiveness

The planning process engaged at some level those stakeholders who can have a major impact on recommendations or will be impacted by these recommendations



Mission

Actionable Recommendations

Recommendations are “doable” in the sense that existing or available capabilities and resources are sufficient to execute these recommendations

Values

What process will we follow?

Data Collection / Environmental Scan

- Interviews
- Surveys
- Focus Groups
- Document Review

Strengths
Challenges
Opportunities
Change Drivers
Mandates

Reaffirm...

- Mission
- Purposes
- Vision
- Values



GOALS
STRATEGIES
METRICS
PROJECTS



Executive Ownership

Project Teams: Implement

How long will it take?

2012 - 2013

1. Project Initialization

4. Gap Analysis

7. Final Report
8. Publish & Celebrate



2. Environmental Scan

5. Strategies & Goals

3. Mission, purposes, vision, values

6. Projects & Implementation



**Transition to
Project Implementation**

Who will participate?

President & Steering Committee (SC)
(workshops, SME's, etc.)

Consultant
(facilitator, report writer, etc.)

Board of Trustees

- Interviews

Foundation Board / Staff

- Interviews (selected)

Employees

- Interviews (selected)
 - Survey
- Focus Groups

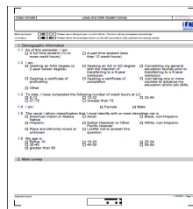
Students

- Interviews (selected)
 - Survey
- Focus Groups

NOTE: All will be invited / encouraged to review and comment on the developing draft posted on the website.



31 Interviews



1,455 Surveys



4 Focus Groups



**Steering Committee
Workshops**



**Web Posting of the
Strategy for Public
View / Comment**

Question / Comments?



Thank you!