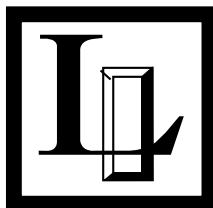**Excellence in Nonprofit Leadership and Management**
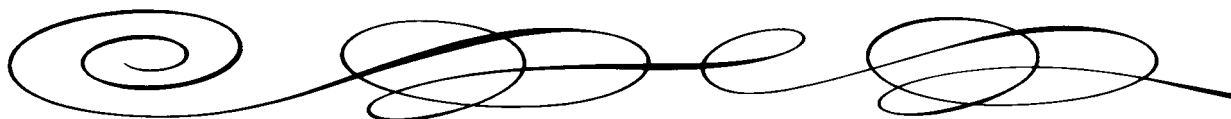
Strategic Planning:
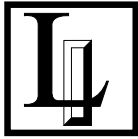# Charting Your Course for Success

With Frank Martinelli

Produced by:

**The Learning Institute
for Nonprofit Organizations**

PARTICIPANT GUIDE

The Learning Institute
for Nonprofit Organizations

Strategic Planning: Charting Your Course for Success
with Frank Martinelli

Produced by:

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Canton, MI 48187

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The Society for Nonprofit Organizations

Contents

Enrollment Form - **Continuing Education Unit and
Certificate of Excellence in Nonprofit Leadership and Management**

MICHIGAN STATE
U N I V E R S I T Y

Michigan State University will award .6 CEUs to each participant who successfully completes a program in the curriculum and returns this enrollment form, completed assignment(s), and payment within one year of submitting this Enrollment Form to the Learning Institute at the Society for Nonprofit Organizations.

A **Certificate of Excellence in Nonprofit Leadership and Management** and **4.8 CEUs** will be awarded to participants who view all eight programs and successfully complete all CEU assignments. The Certificate will be awarded by the Society for Nonprofit Organizations. The 4.8 CEUs will be awarded by Michigan State University.

Please register me for CEUs for the following programs. I have enclosed a CEU registration fee of $15.00 for each module, or $100 for the series of 8 programs (Please check those sessions that apply):

Strategic Planning:	☐	Mission-Based Management:	☐
Resource Development:	☐	Social Entrepreneurship:	☐
Board Governance:	☐	Volunteer Management:	☐
Marketing	☐	Strategic Alliances:	☐

Name: _____

Title: _____

Organization Name: _____

Address: _____

City: _____ **State:** _____ **Zip:** _____ **Country:** _____

Phone: _____ **Fax:** _____ **E-mail:** _____

Social Security #: _____ *(Mandatory—used to ensure accessibility and accuracy of your educational record)*

Organization Type: ☐ Civic/Service ☐ Cultural ☐ Educational ☐ Funder ☐ Health ☐ Human Services ☐ Religious ☐ Other

Sex: ☐ Male ☐ Female   **Education:** ☐ 1-12 yrs ☐ 13-16 yrs ☐ 16+ yrs

Age: ☐ 20s ☐ 30s ☐ 40s ☐ 50s ☐ 60s ☐ 70s ☐ 80s ☐ 90s

Annual Budget: $_____   **# of Employees:** _____   **Status:** ☐ Paid Staff ☐ Volunteer

Race: ☐ American Indian/Alaskan Native ☐ Asian ☐ Black/African American ☐ Hispanic/Latino ☐ Native Hawaiian/Pacific Islander ☐ White ☐ Other

Payment: ☐ Check enclosed* ☐ Visa ☐ MasterCard

Card #: _____ **Exp. Date:** _____

Amount Enclosed*: _____ modules @ $15.00 per module **(Or $100 for the series):** $ _____

*Mail check (payable to the Society for Nonprofit Organizations) and enrollment form to: CEU Enrollment, Society for Nonprofit Organizations, 5820 Canton Center Rd, Suite 165, Canton, MI 48187, FAX 734-451-5935.

Please allow 30-60 days for processing of assignment(s) and awarding of CEU credits from Michigan State University.

PRE-PROGRAM PREPARATION

**Use The "Course Materials Palette"
Found With Strategic Planning**
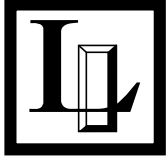
- **Pre-Program Readings**
  Readings related to the upcoming course.

- **Q & A**
  Question & Answer with Learning Institute faculty

- **CEU Enrollment**
  Optional forms to enroll for Continuing Education Units (CEU Credits)

- **Related Links**
  Annoted list of relevant sites

- **Print Materials**
  "Learning Activity 1"
  (pre-program activity)

VIEW ONLINE PROGRAM

POST-PROGRAM IMPLEMENTATION

**Use The "Course Materials Palette"
Found With Strategic Planning**

- **CEU Assignments**
  Assignments necessary to receive CEU Credits
  (for those enrolled)

- **Organizational Assessment**
  Tool for evaluating your organization on course concepts.

- **Print Materials**
  Learning Activity 3
  (post-program activity)

- **Bibliography**
  Listing of additional literature related to the course.

Frank Martinelli has authored a document titled, "Strategic Planning Manual" that can be found in the "Supplemental Readings" section of the Palette. This 48 page document is available as a PDF document that requires the free Adobe Acrobat Viewer to view the document, or as a Microsoft Word 95 document. This document contains an outstanding overview of the strategic planning process and contains a number of useful worksheets to assist an organization with the process.

Strategic Planning: Charting Your Course for Success

Learning Objectives

- To understand the relationship between planning and organizational effectiveness

- To learn the basic steps and major challenges in the planning process

- To acquire practical tools and techniques to help create a strategic plan and prepare for the planning process

Program Outline

✎ **Notes**

Part A: Introductions and Learning Activities

Learning Activity #1 (See page 8)—Identifying External Changes and Trends

Part B: Program and Learning Activities

Introductions—
      Moderator–Joan Cybela
      Faculty—Frank Martinelli

Benefits to Your Organization
-     Clear direction and focus
-     Improved service delivery
-     Enhanced marketing efforts
-     Increased volunteering
-     Effective fundraising

Strategic Vision
-     Chart future direction
-     Hoped-for impact
-     "Organization of our dreams"

Video Interview Representatives from our two featured organizations define vision and explain the benefits of a shared vision in their agencies.

For vision to have value it needs to be truly shared.

To have a shared vision requires involvement of many people in its development.

Overview of Planning Process
- Information gathering and analysis
- Identifying critical issues
- Vision
- Mission
- Goal
- Strategies
- Annual Objectives

Testing Readiness for Strategic Planning
1. How much commitment is there to the process?
2. How will the board, staff, and key volunteers be oriented to the process?
3. Is there agreement on what you hope to accomplish through the process? What are the hoped-for outcomes?
4. How long will it take to complete the process?
5. Who else should be involved in the planning process and how?
6. How can we foster innovation, boldness, and out-of-the-box thinking in the strategic planning process?

Step 1—Gather and Analyze Information

Gather and Analyze Information

External Assessment

Internal Assessment
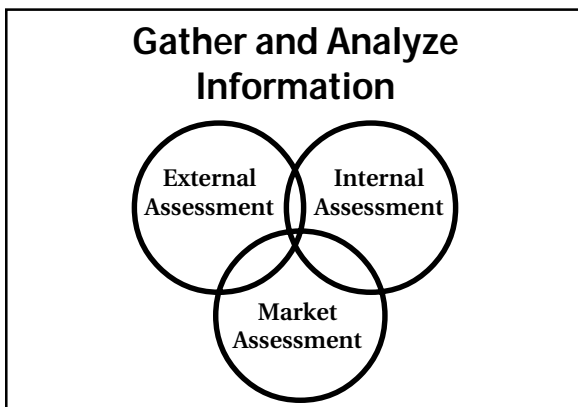
Market Assessment

External Assessment
- • External changes and trends
- • Organizational responses

Internal Assessment
- • Strengths
- • Weaknesses

Market Assessment
- • Key markets/constituents
- • Service expectations
- • Emerging needs
- • Organizational responses

Step 2—Identification of Critical Issues

Critical Issues
- • Major challenges
- • Impediments
- • Important shifts in thinking
- • Tension points

Video Case Study—YWCA Representatives of the YWCA of Greater Milwaukee discuss the critical issues facing their organization and how they identified them in the planning process.
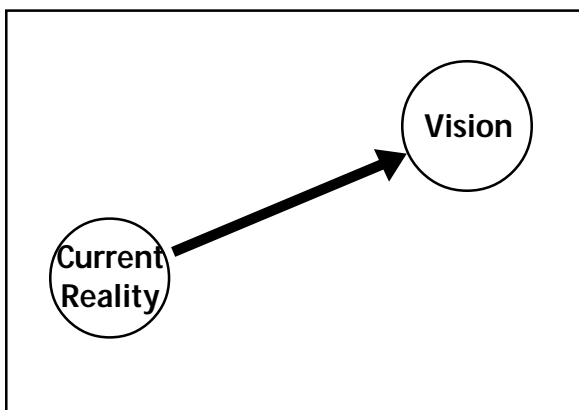
5-Minute Break

12-Minute Learning Activity #2 (See Page 8)— Identifying Critical Strategic Issues

Q&A from Learning Sites

Current Reality—Where You are Today

Vision—Where You Intend To Be

Step 3—Vision
- Chart future direction
- Hoped-for impact
- "Organization of our dreams"

Strategic Vision—Describes the future we intend to create—result/impact we will have achieved and characteristics the organization will need to possess in order to achieve the desired results.

Step 4—Mission
- Fundamental purpose
- Ultimate end

Video Case Study—Public Allies Representatives from Public Allies discuss their organizational vision and how its development transformed their agency.

Tension between current reality and vision— rubber band demonstration

Video Interview—Representatives from our featured organizations and additional contributors discuss the power of mission in their agencies.
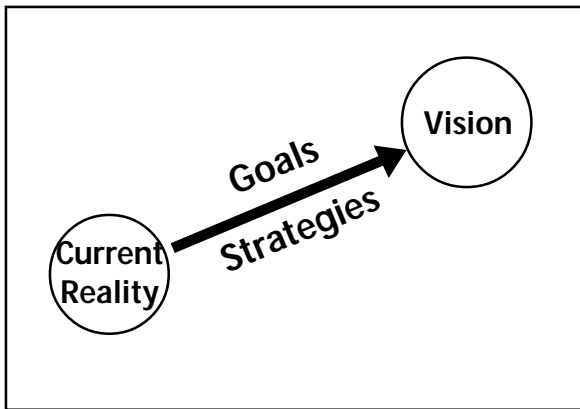
Step 5—Goals
Major accomplishments within 3-5 years

Step 6—Strategies
Methods for achieving goals and resolving critical issues.

Step 7—Annual Objectives
- Specific actions and projects to implement core strategies
- Who, will do what, by when (Please see worksheet on page 21)

Goal: Develop a diverse and stable funding base

Strategy: Increase corporate and individual giving

Objective: Raise $120,000 through annual luncheon

On–site Caucus Break

Q&A from Learning Sites

Innovation Tips
      Include outsiders
      Use analogies and metaphors from other fields
      Meet in unfamiliar settings
      Let yourself go

David Zach, Futurist: David Zach will share some hints and provocative examples of innovative thinking and strategy formation.

Summary of Strategic Planning Process
- Information gathering and analysis
- Identifying critical issues
- Vision
- Mission
- Goal
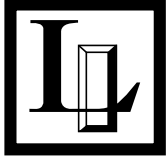- Strategies
- Annual objectives

Live call-in with Jimmie Alford, faculty member for next month's program on Resource Development:

Part C: On-site Learning Activities

Learning Activity #3 (See page 8)—Developing Strategies

Program Review

Learning Activity #1 →	Learning Activity #2 →	Learning Activity #3
Identifying External Changes and Trends	**Identifying Critical Strategic Issues**	**Developing Strategies**
Example: *Emerging technologies will continue to transform the ways organizations can communicate with their markets/constituencies.*	**Example:** *How can our organization make the most effective use of emerging technologies to strengthen our relationships with donors, volunteers, members and other key supporters?*	**Example:** *Introduce/ expand agency use of internet technology to strengthen communication with key constituencies.*
List external trends and changes affecting your nonprofit here:	**List critical issues here:**	**List strategies that address your critical issues here:**

Strategic Planning is a long-term, future-oriented process of assessment, goal-setting, and decision-making that maps an explicit path between the present and a vision of the future, that relies on careful consideration of an organization's capabilities and environment, and leads to priority-based resource allocation and other decisions. (State of Texas planning glossary)

External/Internal/Market Assessment is an evaluation of key factors that influence the success of an organization in achieving its mission and goals. Detailed evaluation of trends, conditions, opportunities, and obstacles directs the development of each element of the strategic plan. Key external factors may include economic conditions, population shifts, technological advances, geographical changes and/or statutory changes. Key internal factors include management policies, resource constraints, organizational structure, automation, personnel, and operational procedures. Key market factors include delineation of markets, their perception of the organization, as well as their current and future needs and service expectations. (Adapted from State of Texas planning glossary)

Critical Strategic Issues are fundamental policy or program concerns that define the most important situations and choices an organization faces now and in the future. Critical issues can reflect long-standing problems in the organization, the community served or recent events that are anticipated to have a significant impact on the organization and/or community served. Critical issues can also reflect major shifts in thinking that challenge "business as usual".

Mission is a broad description of what the organization does, with/for whom the organization does what it does, its distinctive competence, and WHY the organization exists (the ultimate end). Mission conveys a sense of "fundamental purpose."

Strategic Vision is a statement that describes the future we intend to create - the results we will be achieving and characteristics the organization will need to possess in order to achieve those results. The strategic vision statement provides direction and inspiration for organizational goal setting and conveys a sense of "future direction."

Goals are broad statements of what the organization hopes to achieve over the next 3-5 years. Goals focus on major outcomes, improvements or results and are qualitative in nature.

Strategies are statements of major approach or method for attaining goals and resolving specific issues. Strategies are a bridge between the goals contained in the strategic plan and the objectives contained in the annual or operational plans set on a yearly basis.

Objectives are specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame. An objective answers the following questions: Who? Will do what? By when? At what cost? How will accomplishment of the objective be measured?

Action Plans are detailed methods of specifying how an objective is achieved. Task specification includes staff assignments, material resource allocations, and schedules for completion. Action plans break objectives into manageable parts for coordinated implementation. Objectives and accompanying action plans are often referred to as operational plans" or "implementation plans." (Adapted from State of Texas planning glossary)

Agency Philosophy is the expression of core values and operating principles for the conduct of the agency in carrying out its mission. It describes how the agency conducts itself as it does its work. (State of Texas planning glossary)

Sample Strategic Plan Cycle
Mission, Vision, Goals, Strategies
3 Year Strategic Plan Cycle (2006-2008)

On an annual basis, the organization will carry out the following operational planning tasks culminating in development of objectives for the following year:

Year 2006	Year 2007	Year 2008
Implement 2006 Objectives	Implement 2007 Objectives	Implement 2008 Objectives
Monitor/adjust 2006 Objectives	Monitor/adjust 2007 Objectives	Monitor/adjust 2008 Objectives
Evaluate 2006 Objectives	Evaluate 2007 Objectives	Evaluate 2008 Objectives
Review Strategic Plan	Review Strategic Plan	Review Current Strategic Plan/Develop New Strategic Plan for 2009-2011
Set 2007 Objectives	Set 2008 Objectives	Set 2009 Objectives
Develop 2007 Budget by 10/1/06	Develop 2008 Budget by 10/1/2007	Develop 2009 Budget by 10/1/2008

Source: Management Cornerstones, Inc., Milwaukee, WI

Step 1:   Information Gathering And Analysis

1a -External Assessment	1b - Market Assessment	1c - Internal Assessment

Step 2:   Identification Of Critical Issues Facing The Organization

Step 3:   Development Of A Strategic Vision Statement That Sets Future Direction For The Organization

Step 4:   Mission Statement Review/Revision

Step 5:   Development Of Strategic Goals

Step 6:   Development Of Strategies For Each Goal

Step 7:   (Formulating Objectives (Annual Operational Planning Based On The Strategic Plan)

In the following pages, the steps of the strategic planning process is described in more detail with examples of each step drawn from the strategic planning process of a nonprofit charter school.

STEP 1A EXTERNAL ASSESSMENT

Purpose of step: To identify and assess changes and trends in the world around the organization likely to have a significant impact on it over the next 5-10 years. We look at political, economic, technological, social, lifestyle, demographic, competitive, school finance, and broader philanthropic trends. We then determine which changes are opportunities for us (for example, opportunities to grow) and which could be threats to us in some way (trends that can keep us from being successful). Finally we identify implications for selected changes and trends — ways the organization might respond to the opportunities and threats we identify. At this early stage of the planning process, saying that something is an implication does not require the organization to adopt that course of action. (The external assessment is sometimes referred to as "environmental scanning."

Charter School Example of External Assessment Findings:

Trend	Implications
• Increased interest in supporting school reform and change efforts by foundations serving needs of low-income children and families.	• Tap this new source of funding for the charter school.
• Increased poverty impedes educational achievement.	• Provide family support programs to address needs of low income families
• Proliferation of web-based learning resources.	• Increase internet access for staff, students and parents.

STEP 1B MARKET ASSESSMENT

Purpose of step: To identify and assess changes in the needs and perceptions of the organization's markets and constituencies. For the organization, these include students and their families, donors, volunteers, paid staff, board directors, collaborators, and competitors.

The market assessment attempts to answer the following questions:

1. Who are the organization's key markets and constituents (students and their families and others)?
2. What are the needs, perceptions, and service expectations of each market?
3. What are the emerging market trends?
4. What are the implications for the charter school — how should the charter school respond to these changes and trends in its markets?

(Note: Market or stakeholder assessment differs from external assessment. External assessment focuses on broader changes and trends in the organization's external environment; market assessment focuses on the emerging needs of the organization's key constituencies.)

Charter School Example of Market Assessment Findings:

- 62% of parents of children enrolled in the charter school desire before and after school care for their children.

- Two-thirds of school volunteers say they would be willing to get involved in fund-raising for the charter school but would require training.

STEP 1C INTERNAL ASSESSMENT

<u>Purpose of step</u>: To assess internal structure, process and operations of the organization and based on this assessment, to pinpoint strengths and weaknesses. Areas examined include organization personnel (paid and volunteer), fund-raising, physical facilities, equipment, use of technology, location, financial condition, management, board governance, educational programs/products and services, markets, market position, etc.

Charter School Examples of Internal Strengths:

- Dedication of teaching staff.
- Success for All Roots and Wings reading program is enthusiastically supported by staff and parents and appears to be achieving desired outcomes.

Charter School Examples of Internal Weaknesses:

- Lack of instructional technology.
- Low level of parent involvement.
- Lack of diversity of teaching staff.

STEP 2 CRITICAL STRATEGIC ISSUES AND CHOICES FACING THE ORGANIZATION

<u>Purpose of step</u>: To identify critical strategic issues facing the organization. Critical issues are fundamental policy or program concerns that define the most important situations and choices an organization faces now and in the future. Critical issues can reflect long-standing problems in the organization, the community served or recent events that are anticipated to have a significant impact on the organization and/or community served. Critical issues can also reflect major shifts in thinking that challenge "business as usual." The selection of issues is important because it determines range of decisions the organization's leaders will consider in the future.

In some instances, the organization is already aware of the critical issues that the strategic planning process must help it address. In most situations, the planning process participants discern critical strategic issues as they work on the external, market and internal assessments.

In developing the actual wording of the critical issue statements, it's helpful to reflect on the following:

> The external changes and trends having the greatest positive and/or negative impact on the organization … Major changes and trends in the needs, perceptions and service expectations of our markets and constituencies … Internal strengths and weaknesses of the charter school that will seem to have an impact on our future success …

Charter School Examples of Critical Issues:

- How can we address barriers to learning that face the predominantly low-income student body of the charter school?

- How can we expand and diversify our revenue base in order to support anticipated growth of the charter school over the next 3 years?

- How can we attract and retain a skilled, dedicated and diverse teaching staff?

- How can we continue to attract and retain students as the traditional district public schools begin to adopt innovative practices of charter schools in the region?

STEP 3 STRATEGIC VISION

Purpose of step: To develop a strategic vision statement. The vision statement describes the future we intend to create - the results we will have achieved and characteristics the organization will need to possess in order to achieve the desired results. The strategic vision statement provides direction and inspiration for organization goal setting.

Through the vision statement, the organization attempts to respond to the challenges and issues expressed in the form of critical issues.

(PLEASE NOTE: Although the words "mission" and "vision" are used interchangeably, they are distinct in an important way: Mission describes "general purpose"; Vision describes "future direction."

Charter School Examples of Vision Statement:

George Washington Carver Elementary School

Our vision for George Washington Carver Elementary School is one where children are educated through a collaborative effort among parents, faculty, staff, students, and the community. Our school environment encourages children to take risks and become creative producers without fear of failure. Through cooperation and a unity of spirit, challenges become opportunities where achievements are recognized and celebrated. The potential of all children to become self-directed lifelong learners permeates the expectations of the Carver family.

Coeur d'Alene High School will forge a new and powerful model of education, ensuring a bright future for its students. Coeur d'Alene High School will be a place where students are motivated to learn with the help of quality instruction and leading-edge technology. Students will graduate with the knowledge and skills they need to compete and excel in an increasingly technology-based world. Families, communities and educators will come together to prepare knowledgeable citizens for the world of tomorrow. Society will be enriched as everyone contributes to his or her own well-being and that of others. Coeur d'Alene High School commits itself to this vision for its future and the future of its students.

STEP 4 MISSION

<u>Purpose of step</u>: To develop an organizational mission statement. The mission statement is a broad description of what we do, with/for whom we do it, our distinctive competence, and WHY we do it (our ultimate end).

If a mission statement already exists, the focus of this step is on reviewing it in light of the emerging vision statement and if necessary revising the language. Here are some questions that can aid in the review of an already-existing mission statement:

Questions for a Critical Review of an Existing Mission

1. Is the mission statement clear and on target in <u>today's</u> operating environment?

2. Do you have any specific questions or concerns with respect to the mission statement?

3. Does the mission statement duplicate the mission of any other school? If so, what should we do about it?

4. Considering the answers to these questions, how, if at all, should the mission statement be changed?

Charter School Example of Mission Statement:

Mission of EduPreneurship Student Center, Scottsdale, AZ

EdPreneurship is dedicated to providing children with an education that will enable them to be successful in today's complex society. Creating a learning environment that is relevant, active, and product-oriented to ensure our children stay turned on and tuned in is essential to the education process. We believe in practicing the precepts of a Democratic society by students holding themselves accountable for their own actions, thus preparing them to be good citizens.

For more information including other mission statement samples, go to the Strategic Planning Manual which is available in the Course Materials Palette as a supplemental reading resource. The samples, as well as worksheets for developing a mission and vision vision statement, are included in this Strategic Planning Manual.

STEP 5 GOALS

<u>Purpose of step</u>: To develop strategic goal statements consistent with the vision statement. Strategic goals are broad statements of what the organization hopes to achieve in the next 3 years. Goals focus on outcomes or results and are qualitative in nature. Often goal statements flow from some of the critical issue statements developed earlier in the planning process.

Charter School Example of Goals:

- Forge partnerships with family and youth serving agencies to overcome barriers to learning that face our predominantly low-income student body.
- Expand and diversify the charter school revenue base in order to support anticipated growth.
- Enhance the educational program to achieve dramatic improvements in student achievement.
- Attract and retain a skilled, dedicated and diverse teaching staff.

STEP 6 STRATEGIES

<u>Purpose of step</u>: To develop strategies for each goal. Strategies are statements of major approach or method for attaining goals and resolving specific issues. Ideas for strategy emerge from the earlier internal, external and market assessments, — especially the strengths and weaknesses identified in the internal assessment as well as the implications statements developed as part of the market and external assessments. A strategy is judged potentially effective if it does one or more of the following:

1 Exploits environmental opportunities
2. Defends against environmental threats
3. Leverages organizational competencies
4. Corrects organizational shortcomings
5. Offers some basis for future competitive advantage
6. Counteracts forces eroding current competitive position

Charter School Example Of Strategies For Sample Goal:

- Sample Goal 1: Expand and diversify the charter school revenue base in order to support anticipated growth.
- Strategy 1.1: Generate revenue from special events.
- Strategy 1.2: Increase funding from public sources.
- Strategy 1.2: Expand individual giving from major donors.

STEP 7 ANNUAL OBJECTIVES

<u>Purpose of step</u>: To formulate annual objectives consistent with the goals and strategies of the strategic plan. Objectives are specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame. Objectives include answers to the following questions: Who, will accomplish what, by when. Put another way, objectives should be "SMART" —Specific, Measurable, Ambitious but Attainable, Relevant (contributing to the organization's vision), and Time-based (we'll do X over the next Y years).

Strictly speaking annual objectives are not part of the Strategic Plan of an organization. Objectives are the core of the organization's Annual Operational Plan that is based on the strategic plan itself. The planning process will also address the costs associated with implementing objectives. This information will be utilized in the development of budgets.

Charter School Example of Objectives For Sample Strategy:

- Sample Goal 1: Expand and diversify the charter school revenue base in order to support anticipated growth.
  - Sample Strategy 1.1: Generate revenue from special events.
    - Sample Objective 1.1.1: The Board will establish a Fund Development Committee consisting of at least 8 board and non-board directors and provide training in special events fund raising by July 1, 2007.
    - Sample Objective 1.1.2: The Fund Development Committee will generate at least $45,000 from no more than 3 special events by April 1, 2008.

Critical Issues Worksheet

Critical issues are fundamental policy or program concerns that define the most important situations and choices an organization faces now and in the future. Critical issues can reflect:

- Long-standing problems in the organization, members served or recent events which are anticipated to have a significant impact on the organization and/or people served;

- Impediments that must be overcome in order for the organization to meet its goals – i.e., problems to be solved; or,

- Watersheds/major shifts in thinking that can change the direction of an organization or the nature of its environment and challenge business as usual.

Generally these are issues that cannot be resolved through a "quick fix." The selection of issues is important because it determines the range of decisions and strategies we will consider in the future.

Your Task:

- *Reflect on the following — Major external changes/ trends having a positive and/or negative impact on the organization and the people served . . . Critical internal strengths and weaknesses of the organization that will have an impact on our future success . . . Major service expectations and perceptions of key constituencies or markets . . .*

- *List what you believe are the 1-3 <u>most</u> critical issues facing the organization over the next 3-5 years. Try to word your statements in the form of questions:*

1.
2.
3.

Strategy Worksheet

The next step in the planning process is to develop strategies for each goal. Strategies begin to answer the question "HOW will we go about accomplishing our goals?" The examples below offer some definitions and show the relationship between goals and strategies.

LEVEL OF PLANNING	EXAMPLES
GOALS: *3 years out* Broad statements of what the organization hopes to achieve in the next 3 years. Goals focus on major outcomes or results and are qualitative in nature.	*To expand our funding base to sustain current operations and support anticipated program growth*
STRATEGIES: *1-3 years out* Statements of major approach or method for attaining goals and resolving specific issues.	*1. Generate more revenue from programs.* *2. Expand individual annual campaign giving.* *3. Increase corporate giving.*

YOUR TASK:

- **Review the information listed below. They contain many ideas for strategy.**
  1. Information from earlier planning surveys; earlier group discussion.
  2. Critical issue statements.

- **Brainstorm strategies for the goals.**
  1. Use the format for strategies from the sample box above. Remember, strategies describe a general approach or method; they don't describe specific activities or projects.
  2. Use the ideas for strategy suggested by other group members in earlier meetings, comments from other members, etc.
  3. If needed, use the list of verbs on the next two pages as a resource for writing your strategy statements.

- **Later, in your assigned goal group, review strategy ideas developed earlier by group members. Then develop/select the 4-6 best strategies. Use the suitability criteria below:**
  1. Ask whether the strategy statement . . .
     - *Takes advantage of opportunities*
     - *Defends against threats*
     - *Builds on organizational strengths*
     - *Corrects organizational weaknesses*
     - *Offers some basis for future competitive advantage*
  2. If needed, use the list of verbs on the next two pages as a resource for writing your final strategy statements.
  3. Write the best strategies on newsprint for reporting out to the full group.
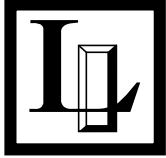
Objective Planning Worksheet

Sample Strategy 4.2 Increase association membership

WHO		WILL DO WHAT	BY WHEN	EVALUATION MEASURE
Primary	Collaborating with			
The Membership Manager	Membership Committee	Increase 2006 association membership revenue by at least 25% ($142,000)	Dec. 31, 2006	% Increase association membership revenue or dollar increase in revenue

Objective: The Membership Manager and Membership Committee will increase 2006 association membership revenue by at least 25% ($142,000) by 12/31/06

Write Objective for Strategy # ____ in Space Below:

WHO		WILL DO WHAT	BY WHEN	EVALUATION MEASURE
Primary	Collaborating with			

Objective:

Faculty

Frank Martinelli
President
The Center for Public Skills Training
2936 North Hackett Avenue
Milwaukee, WI 53211
Phone: (414) 961-2536
Fax: (414) 961-7749
e-mail: frankwill@aol.com
web: www.createthefuture.com

Frank Martinelli is president of the Center for Public Skills Training where he specializes in the recruitment, training and development of voluntary leadership. He has over 24 years of work experience with a variety of nonprofit organizations and public agencies. Areas of expertise include strategic planning, board development, volunteer management, and community organizing. Frank has provided training and consultation to over 1600 organizations in the US including the National Child Nutrition Project, Peace Corps, Head Start, The Points of Light Foundation, Association of Volunteer Administration, the American Camping Association, Wisconsin Association of Homes and Services for the Aging, Voluntary Action Centers, and many others. From 1981-1992, Frank served as Coordinator of the M.A.U.D. Resource Center, a major provider of training to nonprofit groups in the Greater Milwaukee area. A graduate of the University of Wisconsin with an M.S. in Urban Affairs, Frank has done numerous workshops on nonprofit management topics with special emphasis on involvement of the Board of Directors.

Program Guest

Julia Taylor
Executive Director
YWCA of Greater Milwaukee
1915 N. Dr. Martin Luther King Jr. Drive
Milwaukee, WI 53212
(414) 374-1800

Julia Taylor is executive director of the YWCA of Greater Milwaukee and past president of the National Association of YW Executives. Over the past ten years, she has worked with board and staff to re-focus the agency's mission and programs, which has resulted in customer-driven services to help women become economically self-sufficient. The agency completed construction of the YWCA Enterprise Center in 1998 which houses a comprehensive array of programs and services. Julia was named one of the "Ninety for the '90's" by the Milwaukee Journal and one of the "Top 40 under 40" by the Business Journal. She has broad experience as a board member for a number of organizations and is the recipient of numerous awards.

David Zach
Futurist
Innovative Futures
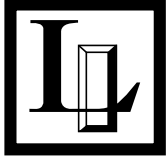225 E. St. Paul Ave., Suite 303
Milwaukee, WI 53202
(414) 278-0414

One of the few professionally trained futurists in the United States, *David Zach* works with nearly 80 businesses, schools and associations each year to help them understand how to think about the future,, change and continuity and how to make choices about them. David gets his information and ideas about the future from a daily study of books, magazines, discussions and on-line explorations.

Moderator

Joan Cybela
Distance Education Specialist
University of Wisconsin-Extension
105 Delzell Hall
Stevens Point, WI 54481
(715) 346-2173

Joan is Professor and Distance Education Specialist with the University of Wisconsin-Extension. She teaches in the areas of adult learning, educational design and quality distance education. Joan designs and facilitates multi-media and multi-accelerated approaches to learning and their applications in distance learning environments.

Public Allies
633 W Wisconsin Ave, Suite 610
Milwaukee, WI 53203
Ph: (414) 273-0533 / Email: info@publicallies.org / Web: www.publicallies.org

Contact: Paul Schmitz, President

Public Allies, founded in 1992, is a national organization that provides opportunities for young adults to serve their communities through work in nonprofit organizations, community minded businesses and government agencies. It opened its first site in Washington, DC and soon grew to five other sites in Chicago, Illinois, Wilmington, Delaware, Milwaukee, Wisconsin, Raleigh-Durham, North Carolina and San Jose, California. Chuck Supple is the past president of the organization.

Public Allies envisions communities where people of all backgrounds, beliefs and experiences work together and share responsibility for improving their own lives and the lives of those around them. Building on the six sites already developed, Public Allies plans to double in size over the next five years to become an even stronger national force for strengthening communities and creating opportunities for young adults.

YWCA of Greater Milwaukee
1915 N. Dr. Martin Luther King Jr. Drive
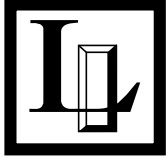P.O. Box 12544
Milwaukee, WI 53212
(414) 374-1800

Contact: Julia Taylor, CEO/Executive Director

The YWCA of Greater Milwaukee is a membership movement of women from diverse backgrounds and faiths, of different ages and experiences, committed to the empowerment of women. It responds to the emerging and changing needs of women and families through its services, programs, advocacy work and leadership training programs.

The YWCA keeps women and families in the forefront of its work in the community and provides culturally relevant services that stimulate women and families to achieve independence and economic self-sufficiency. Locally and nationally, the YWCA has adopted the one imperative of thrusting its collective power toward the elimination of racism wherever it exists and by whatever means necessary.

1) What is strategic planning?

Strategic planning is the process by which an organization envisions its future and develops the necessary procedures and operations to achieve that future. The basic steps of the strategic planning process include information gathering and analysis, identification of critical issues facing the organization, development of a strategic vision, mission review/ revision and the development of strategic goals and strategies.

2) Why should an organization do strategic planning?

The primary motive for organizations to do strategic planning is to learn and to make decisions about the future of the organization based on that learning. There are many specific reasons for an organization to initiate a strategic planning process, including the following:

- To give the organization better control over external forces
- To serve as a tool for decision making and resource allocation
- To bring everyone together in the organization so that they are on the same wavelength
- To raise board members' awareness of current issues and operations
- To reawaken and motivate key people within the organization
- To position the agency for a merger or joint venture
- To create a document suitable for fundraising and public relations
- To increase morale within an organization and develop a sense of trust and cohesion
- To set the stage for the organization to make a "quantum leap" to a new level of program development or functioning
- To relate organizational capacity to community need.

3) What are the respective roles of board and staff in the strategic planning process?

Strategic planning is a partnership between board and staff. Both groups participate equally in the planning process and provide important insights and information.

In addition to helping develop the plan, the board of directors provides final approval for the plan and holds itself and staff accountable for the expected results.

4) What is the difference between strategic planning and annual planning?

Annual planning has an operational focus and is concerned primarily with concrete objective setting and the scheduling of specific tasks to meet these goals. It does not usually concern itself with an analysis of the external environment or the fit between the organization and this environment.

Strategic planning gives explicit recognition to the organization's outside environment and places an emphasis on the organization's strategic advantage in meeting the contingencies in this environment. Although strategic planning also involves goal setting, it is broader in scope and much more comprehensive than operational planning.

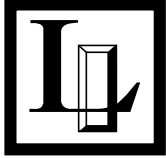**5) How long does it take an organization to complete a strategic plan?**

The amount of time it takes an organization to complete a strategic plan varies greatly depending on a number of factors, including; the size and complexity of the organization, past experience with strategic planning, accessibility of planning data, and time and availability of board and staff. In general, it will take an organization about three to nine months to complete a strategic planning process.

6) When should an organization do strategic planning?

While here is no "right" time to do strategic planning, it is usually inadvisable to initiate a strategic planning process if the board is extremely weak, if there are serious internal conflicts, or if top leadership has recently left the organization.

There are advantages to doing strategic planning when the organization is in a relatively strong position, as board and staff members may feel more confident about undertaking a serious in-depth examination of programs and services. If things are going well, however, people may feel no real need to change. On the other hand, if the organization is in a state of transition and introspection, there may be more openness to a process of renewal and to consideration of a new direction for the organization.

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Barry, Bryan W. *Strategic Planning Workbook for Nonprofit Organizations, Revised,* Saint Paul, Minnesota: Amherst H. Wilder Foundation, 1997.

Bryson, John M., and Alston, Farnum K. *Creating and Implementing Your Strategic Planning,* San Francisco: Jossey-Bass Publishers, 1996.

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations, Revised,* San Francisco: Jossey-Bass Publishers, 1995.

Drucker, Peter F. *The Drucker Foundation Self-Assessment Tool, 2nd Edition,* (workbook & process guide), Jossey-Bass Publications, San Francisco, 1999.

Eadie, Douglas C. *Beyond Strategic Planning: How to Involve Nonprofit Boards in Growth and Change,* Washington, DC: National Center for Nonprofit Boards, 1993.

Grace, Kay Sprinkel. *The Board's Role in Strategic Planning,* National Center for Nonprofit Boards, Publication #206, 24 pp., 1996.

Hamel, Gary. *Strategy as Revolution,* Boston: *Harvard Business Review,* July-August 1996. (Reprint 96405)

King, Bob, and Sclicksupp, Helmut. The *Idea Edge: Transforming Creative Thoughts into Organizational Excellence,* Methuen, MA, 1998.

KPMG Peat Marwick LLP, *Organizations Serving the Public: Transformations to the 21st Century,* New York: KMPG Peat Marwick, 1997.

McNamara, Carter, PhD. *Facilitator's Guide to Nonprofit Strategic Planning,* Minneapolis, Minnesota: The Management Assistance Program, 1997.

Sanders, T. Irene. *Strategic Thinking and the New Science,* Free Press, New York, NY 1999.

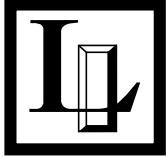Wills, John. *Strategic Planning: The ASTD Trainer's Sourcebook,* New York: McGraw-Hill, 1997.

Other Resources

Burrus, Daniel. *Techno-Trends Card Pack,* Stamford, CT: U.S. Games Systems, 1993.

Michalko, Michael. *Thinkpak, A Brainstorming Card Deck,* Berkeley: Ten Speed Press, 1994.

Van Oech, Roger. *Creative Whack Pack,* Stamford, CT: U.S. Games Systems, 1988.

Free Management Library http://www.mapnp.org/library/plan_dec/str_plan/str_plan.htm

A very extensive collection of worksheets, sample strategic plans and other resources. Part of the Free Management Library organized by Carter McNamara, MBA, PhD and hosted by the Management Assistance Program For Nonprofits in St. Paul, Minnesota.

National Center for Strategic Nonprofit Planning and Community Leadership
http://www.npcl.org/

The website provides details about the public and customized workshop series offered by the National Center for Strategic Nonprofit Planning and Community Leadership (NPCL) to help community-based organizations and public agencies better serve young, low-income single fathers and fragile families

**Serving The American Public: Best Practices In Customer-Driven Strategic Planning
Federal Benchmarking Consortium Study Report February 1997**
http://www.npr.gov/library/papers/benchmrk/customer.html

This report includes a good summary of best practices from organizations that engage in "customer driven strategic planning". While the report is intended for governmental agencies, nonprofit organizations will find much that is directly applicable to their strategic planning efforts.

Frequently Asked Questions On Strategic Planning
http://www.allianceonline.org/faqs/sp_main.html

An excellent list of frequently asked questions on strategic planning in nonprofit organizations developed by the Alliance For Nonprofit Management.

Nonprofit Genie http://search.genie.org/genie/ans_result.lasso?cat=Strategic+Planning

Another good list of frequently asked questions – with good answers!

What Is a Strategic Plan? http://www.nonprofits.org/npofaq/03/23.html

Located on the Internet's Nonprofit Center's website, this article includes a number of ideas for generating strategies during the planning process.

Strategic Planning Checklist http://www.strategicrealization.com/html/checklist.htm

The Strategic Planning Checklist includes 75 points to consider before, during and after a strategic planning retreat. Consultant Barbara Braham developed it. This thorough list is part of the planning tools offered to clients of her Strategic Planning retreats and consultations.
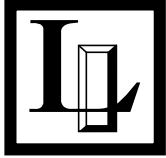
Online Planning Tool to Support Strategic Planning. http://www.inetwork.org

Strategic planning and evaluation have been challenging areas in the nonprofit sector. Now there's an online tool that can help you do these and more. The InnoNet Toolbox walks you through a step-by-step procedure, online, to help you develop detailed program, evaluation, and fundraising plans. While the service is free, you must register and get a password to use the online tools.

An Accelerated Strategic Planning Process: A Case Study: http://arts.endow.gov/pub/Lessons/Casestudies/Allen.html

This in-depth case study is part of the National Endowment for the Arts Lessons Learned Series. It chronicles the experience of small ballet company that engaged in an accelerated planning process to create a strategic operating plan and improve team effectiveness. This excellent resource includes links to planning worksheets and documents developed in the course of the planning.

This section of the *Nonprofit Organizational Assessment Tool* can help guide a group discussion about an organization's strategic planning process. This group discussion ideally should include board members, staff, volunteers, and service recipients, but could be used as a self-assessment tool by anyone associated with a nonprofit organization.

Review the assessment form on pages 31-33. First, check the indicators that have been completed or accomplished. Next, indicate the amount of improvement that you think is needed for that indicator (None or Not Applicable, Some, or Much Improvement Needed). It is your perception of the organization. There are no right or wrong answers. If used with a group, each individual should complete the assessment tool. After allowing adequate time, compare responses and discuss any areas where there were different perceptions. As a final step, identify the top 2-3 priorities where there was a high level of consensus on an indicator needing "much" improvement. If you are doing this as a group, have each individual select their top three priorities and then tally the "votes" for the group to identify the top three. Begin developing an action plan that would address these issues. After successfully implementing your action plans that address your top priorities, revisit your assessment tool and begin developing action plans for the other indicators that need attention.

This particular section of the assessment tool focuses on the strategic planning process and concepts presented during the educational programs produced by the Learning Institute for Nonprofit Organizations. The complete *Nonprofit Organizational Assessment Tool* will be composed of eight sections based on the content presented in the eight programs that make up the curriculum of the Learning Institute for Nonprofit Organizations.

*LI faculty contributor for this section: Frank Martinelli, President of the Center for Public Skills Training, Milwaukee, Wisconsin.

Strategic Planning Assessment Tool**

Operational

Indicator	Done?	Needs Improvement?		
	✔	None/ N.A.	Some	Much
1. The organization has a written, updated strategic plan.				
2. The organization periodically reviews its written strategic plan.				
3. If no formal written strategic plan exists, has the organization convened a meeting to discuss strategic planning and its relevance to the organization in the past year?				
4. The organization encourages strategic thinking.				
5. The organization includes outsiders in the planning process.				
6. The organization is strongly committed to the strategic planning process.				
7. The organization has oriented its board, staff and volunteers to the strategic planning process.				
8. The organization has developed a structure for ongoing board planning and the development of strategic planning skills within the staff.				

Information Gathering & Analysis

Indicator	Done?	Needs Improvement?		
	✔	None/ N.A.	Some	Much
1. A written strategic plan has been developed by researching the internal and external environment.				
2. The organization frequently evaluates its relevancy by soliciting community input. Does its mission and activities provide benefit to the community?				
3. The organization purchases, or has access to resources that can help it think about changes and trends that will affect the organization.				
4. Board, staff, service recipients, volunteers, key constituents and general members of the community participate in the planning process.				
5. The strategic plan identifies the changing community needs including the agency's strengths, weaknesses, opportunities and threats.				
6. The strategic plan identifies key constituents, their service expectations, and how the organization will respond to them.				

Identification of Critical Issues Facing the Organization

Indicator	Done? ✔	Needs Improvement? None/ N.A.	Some	Much
1. The organization has a planning process that identifies the critical issues facing the organization.				
2. The organization takes the time to identify challenges facing the organization.				
3. The organization encourages and examines major shifts in the way individuals and agencies examine problems and opportunities.				
4. The organization has invested time in identifying potential blocks or impediments that could get in the way of progress.				

Development of a Strategic Vision and Mission Statement

Indicator	Done? ✔	Needs Improvement? None/ N.A.	Some	Much
1. The organization has a clear, meaningful written mission statement, which reflects its fundamental purpose, values and people served.				
2. The board and staff periodically review the mission statement and modify it to reflect changes in the environment.				
3. The organization has developed a vision statement that communicates the organization's "future direction" and desired results.				
4. Does the mission statement duplicate the mission of any other organization?				
5. Programs of the organization are congruent with the agency's mission identified in the strategic plan.				
6. The mission statement is widely understood, agreed upon, and communicated, by the board, staff, volunteers, constituents, and community.				

Development of Goals and Strategies

Indicator	Done? ✔	Needs Improvement?		
		None/ N.A.	Some	Much
1. The strategic plan sets goals and measurable objectives that address identified critical issues for the next 3-5 years.				
2. The plan integrates all the organization's activities around a focused mission.				
3. The plan prioritizes the agency goals and develops timelines for their accomplishments.				
4. Strategies have been developed that clearly describe the approach or method for attaining goals and resolving specific issues.				

Development of Operational Plans

Indicator	Done? ✔	Needs Improvement?		
		None/ N.A.	Some	Much
1. The plan establishes an evaluation process and performance indicators to measure the progress toward the achievement of goals and objectives.				
2. Through work plans, human and financial resources are allocated to insure the accomplishment of the goals in a timely fashion.				
3. The plan is communicated to all stakeholders of the agency—service recipients, board, staff, volunteers and the general community.				
4. The organization networks and/or collaborates with other organizations to produce the most comprehensive and effective services to clients.				
5. Stakeholders are involved in the evaluation process.				
6. The evaluation includes a review of the organizational programs and systems to insure that they comply with the organization's mission, values and goals.				
7. The results of the evaluation are reflected in the revised plan.				
8. Periodically, the organization conducts a comprehensive evaluation of its programs. This evaluation measures program outcomes.				

Action Plans:

Use the following format to begin formulating an action plan that would improve your organization's performance relative to a specific indicator listed above.

Indicator: The Organization purchases or has access to resources that can help it think about changes and trends that will affect the organization.

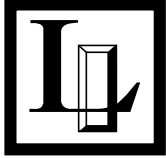| Task	Time Line	Who	Will Do What	Evaluation Measure
Task #1	7 Days	Jim (Chair) Claudette, and Jill	Research written publications (Jim), web (Claudette), and other resources (Jill) that would assist with identifying external trends, changes.	# of resources identified at next week's staff meeting
Task #2	14 days	Jim	Determine costs of resources and/or public access locations.	Number of public access points identified, costs identified for all resources.
Task #3	30 days	Staff—mtg. Called by Jim	Prioritize resources that need to be purchased, and recommend public access points for other resources.	Budget for resources prepared, resources purchased.

** Part of an 8-part series of assessment tools that address critical management issues within a nonprofit organization. This tool was developed by the Learning Institute for Nonprofit Organizations and is based in part on two existing tools:

Community Organizational Assessment Tool, Bright, Robert D., University of Wisconsin-Extension 1995 (Adapted from Citizens Involvement Training Program., University of Massachusetts, Amherst).

Checklist of Nonprofit Indicators, United Way of Minneapolis Area, 1998.

THE NEXT MODULE

The next module in the Certificate Series is Resource Development with Jimmie Alford. If you haven't already purchased this program, you can do so at the bottom of the Course Selection page.

OBJECTIVES

Learner objectives for Resource Development are:
- To learn techniques for acquiring new donors to broaden your base of support
- To examine strategies for renewing donor support
- To learn methods for upgrading donor support

IMPORTANT NOTICE

In modifying these programs from satellite delivery to an online delivery system, a number of enhancements have been made. Along with these enhancements comes a much greater degree of flexibility. In the original version, the order of these modules was pre-determined. With the introduction of internet technologies, these modules may now be taken in the order that is most convenient for you.

While we encourage you to continue your nonprofit education with the Resource Development module, you are welcome to continue with the module that you feel is most beneficial. For information on other available modules, please visit http://www.nonprofitcourses.org/li .