

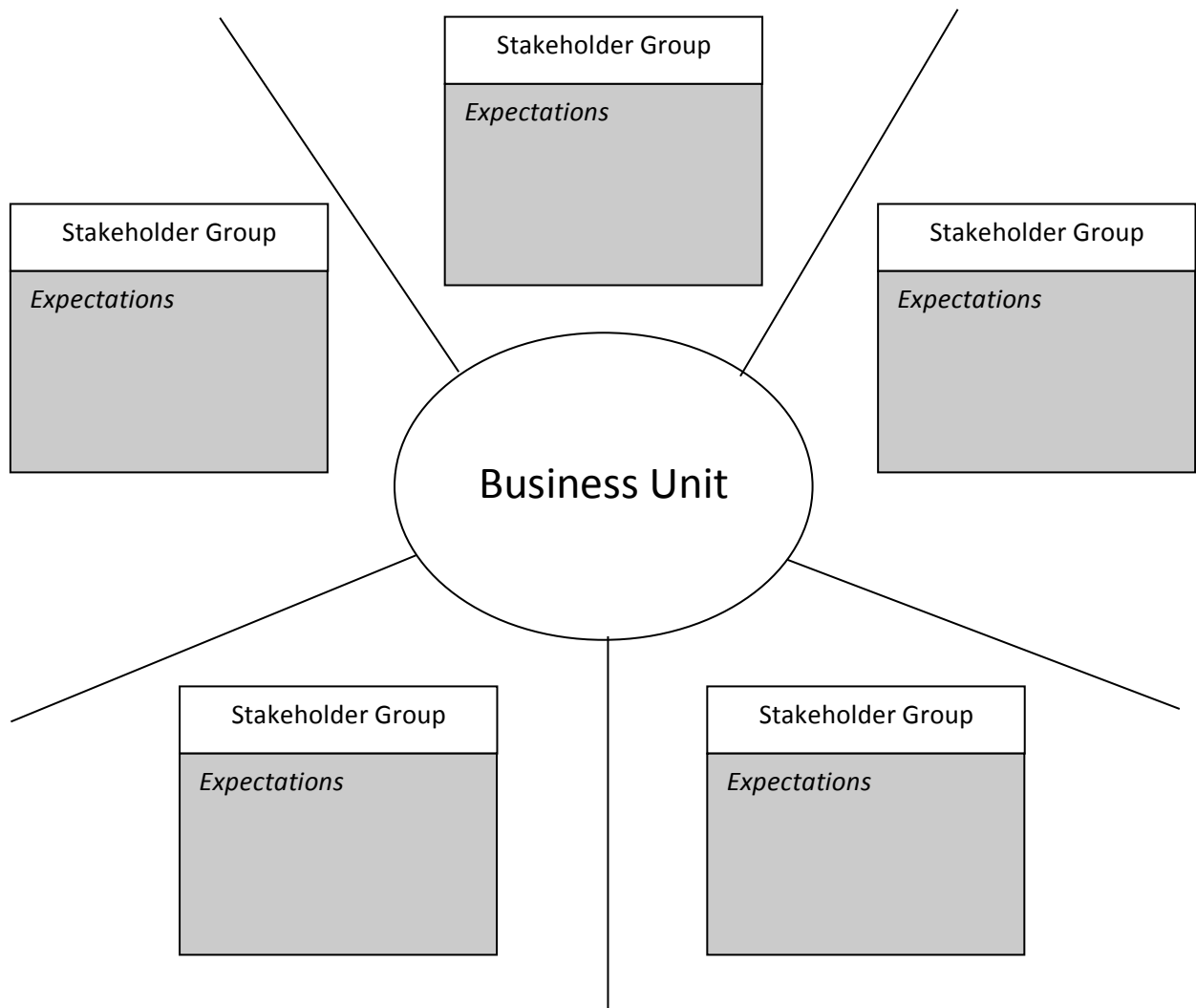
Organization Strategic Planning Process



Environmental Scan

	Challenges	Opportunities
External		
Internal		

Stakeholder Analysis



STAKEHOLDERS

- Who are the key stakeholder groups for your unit?
 - These are groups of people who have a vested interest in your services, and who have some stake in your success.

EXPECTATIONS

- What are the key expectations each stakeholder group has of your unit?
 - These are the key interests they have in what you do and how you do it – what is most important to their unique perspective?

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Guidelines for Strategic Direction and Pillars

Strategy Statement

Your strategy statement should be 2-3 sentences that capture the broad direction and goals you have for your organization. It should be derived from careful consideration of all of the information you have gathered and discussed through environmental scanning, key stakeholder analysis, and linkages to the overall organization strategic plan.

Strategic Pillars

You should determine 4 key areas of focus that are key requirements to achieving your overarching strategy, as defined in your strategy statement. What are the key themes or areas of attention where notable progress will propel your organization forward?

Definition – each pillar should have a brief definition (no more than 3-4 sentences that clarify the meaning and scope of the area/topic).

Long-term goals – each pillar should have 1 or 2 long-term goals defined; long-term goals will typically be 3+ years in the making.

Mid-range goals – each pillar should have 2-3 mid-range goals defined; the time horizon for mid-range goals is typically 1-3 years.

Short-term goals – each pillar should have 3-5 short-term goals defined; short term goals are normally viewed as having a 1-yr timeframe.

- *Where possible, metrics or measurable outcomes should be included with goals – how will you know you've met the goal? What does the outcome look like if you're successful? How will you measure progress over time?*

Pillars – Foundational Strategies

1. Focus Area:

- *Defining characteristics:*

2. Focus Area:

- *Defining characteristics:*

3. Focus Area:

- *Defining characteristics:*

4. Focus Area:

- *Defining characteristics:*

Goals

Strategic Pillar	Long-Term Goals (3+ yrs)	Mid-Range Goals (1-3 yrs)	Short-Term Goals (1 year)
Focus: <ul style="list-style-type: none">••••			
Focus: <ul style="list-style-type: none">••••			

Strategic Pillar	Long-Term Goals (3+ yrs)	Mid-Range Goals (1-3 yrs)	Short-Term Goals (1 year)
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