MASSP Strategic Planning 1-27-19

Targets to accomplish during this strategic planning session

1. Review MASSP Envisioned Future
2. Review MASSP Environmental Scan
3. Review MASSP Strategic Plan Development DRAFT Document
4. Develop Goals and Strategic Objectives with Actions identified
5. Confirm Strategic Plan!
The Order of Strategic Planning

- Identity First
  - Core Purpose and Core Values
  - Big Audacious Goal
  - Three to Five Year Plan
    - Goals & Objectives
  - Strategies and Actions

Who are we?
Where are we going?
What are we doing?

Who will do what?
Review Envisioned Future

The link below is the MASSP Envision Future Worksheet created 10-17-18

MASSP Envisioned Future Worksheet

Review the MASSP Envisioned Future on the MASSP Strategic Plan Development DRAFT Document
Review Scan of The Horizon

The link below is the MASSP Scan of the Horizon established 10-17-18

MASSP Environmental Scan Worksheet 10-17-18
Sample Strategy Map

Core Purpose
Core Values

Envisioned Future

Capacity & Strategic Position

SCAN
Conditions, Trends
Assumptions & Wild Cards

Goal
Goal
Goal
Etc.

Strategic Objectives

Strategy
Strategy
Strategy
etc.

Action Plan

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<tr>
<th>Key Events</th>
<th>Responsibility</th>
<th>Target Date</th>
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Resource Requirements

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<th>Line item</th>
<th>$, people</th>
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Exercise on Goals and Strategic Objectives

**Goal Statements** describe the specific outcomes to members, the public, and other key stakeholders of the association that the association intends to achieve through its work over a 3-5 year cycle.

**Strategic Objectives** define the desired directions in which the association needs to move in order to accomplish its goals. Describes what we want to have happen with an issue and what would constitute success in observable or measurable terms. Strategic objectives are listed for each goal statement and are adopted and revised on an annual basis.
Exercise on Goals and Strategic Objectives

Current MASSP Goal Areas in Strategic Plan

GOAL #1 -
Exercise on Goals and Strategic Objectives

Current MASSP Goal Areas in Strategic Plan

GOAL #2 –
Exercise on Goals and Strategic Objectives

Current MASSP Goal Areas in Strategic Plan

Goal #3 –
Exercise on Goals and Strategic Objectives

A possible means to focus goal areas:

1. Leadership
2. Professional Learning
3. Advocacy

*Developing Group Consensus on these Goal Areas*
Exercise on Goals and Strategic Objectives

30 minutes to work in groups. 10 minutes to report out

Each of the Goal groups will discuss, gain consensus, and then record the following:

- A goal statement representing the Goal Area
- Strategic Objectives for each goal

Please record on the MASSP Goals and Strategic Objectives Worksheet so that we can project your work for the group to see.
How to Establish the Goals & SO

In your Goal Team, answer the knowledge-based decision making questions and identify action to be taken to accomplish the objective:

1. What do we know about our stakeholders’ needs, wants, and preferences that are relevant to this decision?
2. What do we know about the current realities and evolving dynamics of our environment that is relevant to this decision?
3. What do we know about the “capacity” and “strategic position” of our organization that is relevant to this decision?
4. What are the ethical implications?
5. What actions are required to accomplish the Strategic Objective?

Recorder, document your input on the [MASSP Goals and Strategic Objectives Worksheet](#). Add Strategic Objectives as discussed by your group. Select a spokesperson for your group to describe your work.
A Job Well Done!

When we get to this slide, all strategic planners need to give themselves and their fellow planners a pat on the back because we have just completed the strategic plan identity (who we are) and analyzed the work of setting direction (where we want to go) through an environmental scan, and finally set goals (what we are doing) to put our plan in action!
The Strategic Board Agenda

- Discussion of Mega Issue(s)
- Review and Adjustment of Strategy
- Policy: Public & Operational
- Routine Board Business
# A Model For Annual Strategic Plan
**Update and Adjustment**

## Our World
- **What’s Going On?**
  - Environmental Scan
  - Review of Assumptions About the Relevant Future
- **Implications For Our Organization**
- **Capacity & Strategic Position**
- **Key Issues For The Coming Year**

## Our Identity And Direction
- **Who Are We? And Where Are We Going?**
  - Review And Affirm: Core Ideology Purpose and Values
  - Envisioned Future BAG And Vivid Description
  - Value Proposition

## Our Progress
- **How Are We Doing?**
  - Review And Assessment Of Previous Year’s Progress:
    - Goals
    - Objectives
    - Key Metrics
    - Strategies
    - Lessons Learned

## Our Future
- **Where Do We Need to Go Next?**
  - Setting Of Priorities For Coming Year
  - Assessing Our Core Competencies
  - Aligning Our Infrastructure and Workforce
  - Assigning Accountabilities
A Process for Planning and Thinking Strategically

Core Ideology and Envisioned Future
- Core Purpose
- Core Values
- Vision
- Vivid Description

Current Conditions

Trends

Assumptions About the Future

10+ Years
3 – 5 Years
Annually

Core Ideology and Envisioned Future → Strategic Planning → Program & Operational Planning

Goals and Objectives
- Prioritization
- Organization Strategy

Annual approval & review process

- Strategies and Tactics
- Priority Setting & Planning
- Annual Budget Cycle
- Infrastructure Alignment
Strategy vs. Operational Planning

**Strategic Planning**
- Longer-term
- Driven by the vision
- Responsive to external environment
- Alignment of programs and services
- Establishes direction
- Leadership is accountable

**Operational Planning**
- Annual planning
- Driven by the strategic plan and ongoing operations
- Improvements on existing programs and services
- Establishes work priorities
- Staff and volunteer work groups are accountable
This work will be prepared for your review and progress!

Thank you MASSP Strategic Plan Participants for your work to strengthen our association through Strategic Planning!