Strategic Process:

Determining the Key Goals, Strategies and Initiatives

1. Setting Your Goals:

*After analyzing the current situation, the goals should address the crucial issues in the next three to five years. There should be a limit of 5 to 6 goals.*

 A. Should be set in a collaborative effort

 B. Need to be understandable and meaningful

 C. Must be tied into the mission and core beliefs.

II. Crafting Strategies to Meet Your Goals:

 *Strategies outline the major steps for attaining*

 *overarching goals. We should strive to have four to six*

 *strategies for each goal, and test each one by asking:*

1. Is the strategy consistent with our missions and beliefs?
2. Does it describe a broad directional approach?
3. Does it answer the question: How will we reach this goal?
4. Does it help us make crucial decisions about the allocation of resources?

III. Developing initiatives to carry out the plan:

*Initiatives are projects, programs, and activities that are identified as necessary to execute the strategy and achieve the goals. The following questions need to be asked:*

1. Is the initiative consistent with our mission and beliefs?
2. Does the initiative support the strategic plan in driving daily operations?
3. Does the initiative signal progress or improvement and not simply maintenance of the status quo?
4. Can we accomplish this initiative within the time frame of the plan?
5. Can we craft a work plan to accomplish the initiative?
6. Can we identify the costs of this initiative?
7. Can performance or measurable outcomes be written for the initiative?

IV. Establishing ways to measure outcomes:

*In advance, it is important to establish the measurement devices that will eventually demonstrate that the strategic plan is proceeding successfully. The school administration should develop an appropriate system of prioritizing, tracking, monitoring, and reporting progress. Some ways include:*

1. Completion of the initiatives, if properly crafted, will signal meeting various goals.
2. Dashboard indicators: key metrics.
3. Quantifiable outcomes associated with the goal.