Strategic Planning
Engaging Families and the Community in our Future

Outcomes
• Better understanding of the importance of strategic planning
• Identify ways to engage multiple stakeholders in our planning system

The Vocabulary
• Outcome-focused
• Continuous program improvement
• Program improvement plans
• Strategic planning
• Risk assessment
• Data sources
• Management systems
Why Plan?

• Head Start Management Systems 1304.51

• Determining Community Strengths and Needs 1305.3

• Five Year Grant Expectations

Program Planning 45 CFR 1304.51

(a) Program planning.

(1) Grantee and delegate agencies must develop and implement a systematic, ongoing process of program planning that includes consultation with the program’s governing body, policy groups, and program staff, and with other community organizations that serve Early Head Start and Head Start or other low-income families with young children.
Systems Are Linked

Program Planning in Head Start

Linking Planning, OGM, and SA
Strategic Planning Model

Step One – Getting Ready
Step Two – Articulating Mission and Vision
Step Three – Assessing the Situation
Step Four – Developing Strategies, Goals, and Objectives
Step Five – Completing the Written Plan

From the Alliance for Non-Profit Management www.allianceonline.org

Strategic Planning

• Focuses on defining and creating a new future for the organization
• Process of attempting to understand the internal and external influences
• Considers the environment we exist in
• Creation of an action plan to achieve the vision of where we are going

From The Director's Link, Summer 2006 http://cecl.nl.edu

• Mission – The Why
• Vision – The Where
• Goals – The What
• Objectives – The What (more specifically)
• Mission: a broad statement answers the question “Why do we exist?”
• Vision: an image of the desired future answers the question “Where do we want to be in _ years?”
• Goals: Overall statements of what is to be achieved
• Objectives: Realistic, time oriented, measurable statements
• Action Steps: Specific steps that must be accomplished in order to achieve the goal

SMART

• Specific
• Measurable
• Attainable
• Realistic
• Trackable

Examples of Mission Statements
What is a mission statement?

• Expresses what the organization wishes to be now, rather than some wish for the future

What is a mission statement?

• Short, clear, unambiguous
• Less than 14 words
• A cross between a slogan and an executive summary

What is a mission statement?

• Evokes a sense of passion
What is a mission statement?

• Differentiates your organization from everyone else’s
• Says what is unique about you

Vision

• an image of the desired future that answers the question:
  “Where do we want to be in _ years?”

Create a Planning Culture

• Create a program that values continuous learning/improvement
  – Curiosity
  – Real reflection
  – Tolerance of failure
  – Emphasis on feedback
  – Systems thinking
  – Embrace change
Some Indicators of a strong planning system

• Build an Organizational Culture
  – OK to ask questions
  – Determine what you need to know to answer your questions
  – Rich in information
  – Analysis occurs regularly
  – Making midcourse corrections

Role of Head Start Leaders

• Establish an organizational culture where data are not only collected, but also analyzed, synthesized, and used to drive decision making
• Model how this is done
• Rethink your and your managers’ roles to include the use of data to guide decision making

Knowledge and Skills Needed to use Data in Program Planning

• Knowledge of Head Start regulations in all areas
• Awareness of priorities established by OHS
• Ability to identify significant data from a variety of sources
• Analyze data to identify program strengths and potential risks
• Ability to use data to inform goal setting and plan development
• Strong facilitation skills
3 “What” Questions to Ask Yourself

• What?

• So What?

• Now What?

Strategic Planning?

• How can we engage in a meaningful process of using this data to inform program improvement?

Leverage

• Small changes can produce big results—but the areas of highest leverage are often the least obvious.

Peter Senge, The Fifth Discipline
Integrating Data Analysis in existing systems

• Ongoing planning processes
  – Management meetings
  – Governing Body meetings
  – Ongoing monitoring systems

Integrating Data Analysis in existing systems

• Annual/semi annual planning events
  – Self Assessment Leadership Team Meetings
  – Annual Planning meeting and Annual Report
  – Strategic Planning Process

Let’s Practice
Affinity Exercise

• Data Wall
• Identify strengths
• Identify areas needing improvement
Tell your story