

## Strategic Planning

Engaging Families and the  
Community in our Future

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## Outcomes

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

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## The Vocabulary

- Outcome-focused
- Continuous program improvement
- Program improvement plans
- Strategic planning
- Risk assessment
- Data sources
- Management systems

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## Why Plan?

- Head Start Management Systems 1304.51
- Determining Community Strengths and Needs 1305.3
- Five Year Grant Expectations

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## 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.

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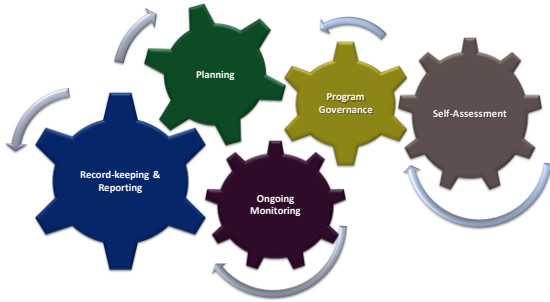
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## Systems Are Linked




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## Program Planning in Head Start




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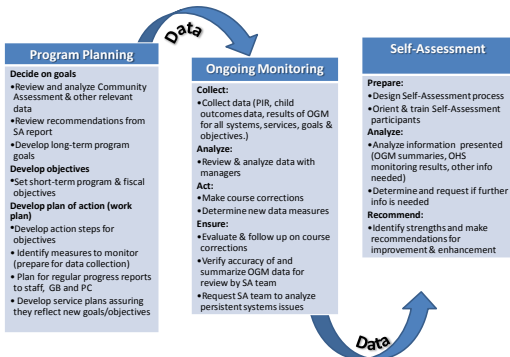
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## Linking Planning, OGM, and SA




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## 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](http://www.allianceonline.org)

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## 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.ni.edu>

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- Mission – The Why
- Vision – The Where
- Goals – The What
- Objectives – The What (more specifically)
- Action Steps – The Who, What, When, Where, and How

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- 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

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### SMART

- Specific
- Measurable
- Attainable
- Realistic
- Trackable

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### *Examples of Mission Statements*

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*What is a mission statement?*

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

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*What is a mission statement?*

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

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*What is a mission statement?*

- Evokes a sense of passion

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*What is a mission statement?*

- Differentiates your organization from everyone else's
- Says what is unique about you

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*Vision*

- an image of the desired future that answers the question:  
"Where do we want to be in \_ years?"

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**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

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### 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

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### 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

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### 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

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### 3 “What” Questions to Ask Yourself

- What?
- So What?
- Now What?

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### Strategic Planning?

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

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### Leverage

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

Peter Senge, *The Fifth Discipline*

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### Integrating Data Analysis in existing systems

- Ongoing planning processes
  - Management meetings
  - Governing Body meetings
  - Ongoing monitoring systems

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### 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

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### Let's Practice Affinity Exercise

- Data Wall
- Identify strengths
- Identify areas needing improvement

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Tell your story

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