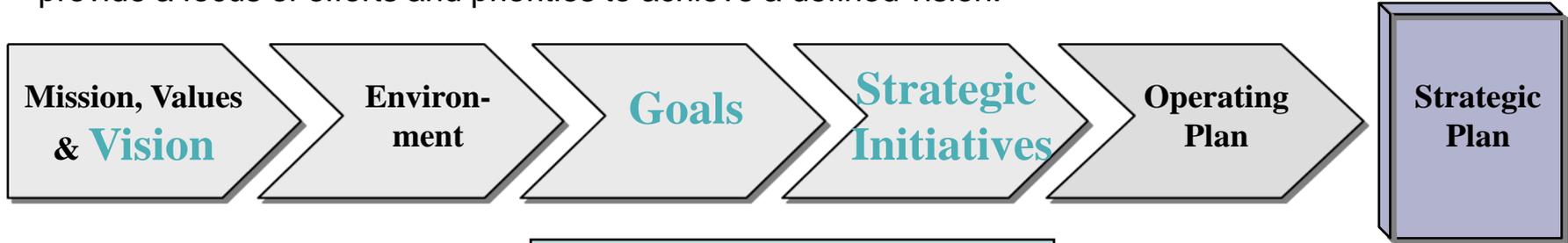


Creating Vision, Goal, and Strategic Initiative Statements

A Strategic Plan represents a roadmap for charting direction for the next 3-5 years. The Plan is a tool to provide a focus of efforts and priorities to achieve a defined vision.



<p><u>Mission:</u> The organization's fundamental reason for existence</p>	<p>Internal assessment External environmental trends Strengths/ Weaknesses</p>	<p>Defines the organization's desired outcomes for a 5 year period that are required to achieve the long-term vision</p> <p>Integrated set of choices which positions an organization to create sustainable advantage</p> <p>Initiatives can be grouped into positioning and performance strategies</p> <p>Creates material changes</p> <p>Represents a roadmap for charting direction for the next 5 years</p>	<p>Provides a focused framework for implementation of the strategies to include: high level tactics, priorities, timeline, required resources</p>	<p>Needs to be readjusted based on the changing environment and continually assessed against defined goals and measures</p>
<p><u>Values:</u> The organization's essential tenets of conduct</p>	<p>Opportunities/ Threats Gap Analysis</p>		<p>Needs to be readjusted based on the changing environment and continually assessed against defined goals and measures</p>	
<p><u>Vision:</u> Stated end-point that is at least 10 years away and is an attainable stretch goal</p>	<p>Assessment of Constituents Strategic Implications and Issues</p>			

Creating a Vision Statement

A vision statement is the stated end-point that is at least 10 years away, is attainable and is an actionable stretch goal. It answers the question: What does the program/business unit/entity aspire to become? It should be a one sentence statement, but can include a bulleted list that further defines the vision.

Attributes of an Effective Vision

- Vivid – paints a picture of the desired future
- Inspirational and meaningful – connects people to the organization
 - Unique to the particular organization – not a “me too”
- Useful guide for planning and implementation – litmus test of practicality

Examples:

Emory University

Emory: A destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.

Woodruff Health Sciences Center

By the year 2020, the WHSC will have created a new model of health and healing for the 21st century.

Other University

To become one of the nation's preeminent public research universities, an institution recognized both nationally and internationally for excellence in research and instruction, which makes the results of its research available for the use and benefit of the State of XXXXX and its people.

Creating a Goal Statement

A goal statement explains the end result or specific behavior we desire for the future. It is the “why” of our strategic planning process. A goal should always have three components: a description of the result or behavior change, a description of the entity for whom the result or behavior change applies, and a time-specific target-driven measure.

Example: To improve overall patient safety at Emory Healthcare by reaching a X% risk-adjusted mortality rate

Results or Behavior Change

Describes the actual “end state” of the planning process. It is the “why” of the process and should be directly linked to the future-state vision.

Examples:

- Become a leader in international academic programs
- Achieve top 10 status in research
- Improve patient safety

Entity

Describes the actual organization, business unit, or group of people that will benefit from the result or will be the focus of the work.

Examples:

- University
- Department
- Healthcare

Target-driven Measure

Describes the quantitative outcome desired that will prove you have achieved your stated results or behavior change.

Examples:

- Attracting top faculty and students, rankings
- X\$s in NIH funding
- Overall X% Mortality Rate

Creating a Strategic Initiative Statement

A strategic initiative statement describes the scope of work or challenge the organization needs to complete and overcome in order to achieve the stated goal. It is usually the description of the problem or opportunity the organization is trying to positively impact by completing the planning process. It is the “how” of the planning process. This statement has two components: the description of the scope of work or challenge and a specific timeframe.

Example: Develop new means and incentives to improve internal collaboration in major academic initiatives by 2007.

Scope of work or challenge

Describes the challenge and scope of work needed to fulfill the stated goal.

Examples:

- Develop new means and incentives for internal collaboration in major academic initiatives
- Construct new facilities to support growth in academic programs
- Implement an electronic medical record system

Specific timeframe

Describes the timeline for the completion of the work.

Examples:

- By 2007
- By completing the planning phase by 2008 and the building by 2010
- Using multi-phased approach to be completed by mid 2005