The planning process can be as important as the resulting plan; it is an opportunity for generating input by and momentum among the leadership and staff.

Keep it practical --- too much brainstorming and too many goals lead to resource depletion and frustration.

The plan is dynamic, not static --- undergoing continuous review and change as issues and opportunities arise.

“Plans are worthless but planning is everything.”
- Dwight Eisenhower
## Strategic Planning Terminology

### STRATEGIC PLAN
A process and resulting document to guide the organization. A roadmap for the leadership, staff and committees. Some of the best plans are only a few pages. Format it to be easy to read and serve as a compelling guide.

### MISSION
The reason for the organization's existence; its purpose statement. Crisp and short; easy to articulate and understand.

### VISION
Vivid description and aspiration to describe how the organization desires to be perceived. For example, “The trusted resource and voice of the industry.”

### VALUES
Guiding principles embraced by leadership and staff. For example: integrity, transparency and diversity.

### GOALS
Statements that represent where resources will be focused to achieve the mission. Generally 3 to 7 realistic, well-stated goals. *(B.H.A.G. - Big, Hairy, Audacious Goal)*

### STRATEGIES
The programs and projects for achieving the goals. Be realistic, yet innovative, in setting ways to advance the goals.

### TACTICS & METRICS
Deadlines, delegation and key performance measures. Precise aspects of the plan; often identified after the planning retreat ends.

### BUSINESS PLAN
Translation of the strategic plan into a one-year operating plan. An internal document to monitor progress.