**Mission, Vision, & Guiding Principles**

The mission is reviewed and a vision for the future and guiding principles for decision making emerge. By the end of the strategic planning process, the renewed mission, vision, and guiding principles will articulate and document the organization’s reason for being, its aspirations, core beliefs, and philosophies.

**Research Findings**

Data are collected and synthesized in the context of the district’s mission, vision, and guiding principles and articulated into research findings. In this “Engage” phase, HYA conducts in-depth research on stakeholder values and priorities for the district’s future.

**Strategic Goals**

Strategic goals are extracted from the Engage phase findings. Strategic goals are broad, longterm aims that operationalize the District’s mission and vision into general intentions that reflect the desired future position of the organization.

**Objectives**

The objectives are tangible strategies necessary to accomplish the strategic goals while staying true to the mission, vision, and guiding principles. Strategies may positively impact more than one goal area, as district functions are interconnected and ultimately student focused, but rest under a single goal based on the objective’s primary purpose.

**Tactics & Implementation Plan**

Upon approval of the strategic plan, specific actions, timelines and resources necessary to achieve the goals and objectives are developed. As the model suggests, it is the role of the administration to further present achievement and other organizational data and to develop the implementation plan (often completed through the School and Department Improvement Planning Process) that delineates the steps, timelines and monitoring necessary to achieve the goals.

**Execution**

An information system is developed to monitor adherence to the goals, objectives and tactics and progress towards achieving the vision; this governance dashboard highlights progress on key performance indicators linked to the strategic plan and promotes transparency and public trust. Results of activities need to be quantified, analyzed and utilized for recommendations for future action.

Taken from the *Guide to Strategic Planning for Schools* by Hazard, Young, Attea & Associates.
Articulate and document the organization’s reason for being, its aspirations, core beliefs and philosophies.

Mission, Vision & Guiding Principles

Research and synthesize the current state of reality in the context of the mission and vision.

Research & Findings

Operationalize the District’s mission and vision into general intentions that reflect the desired future position of the organization.

Strategic Goals

Determine leverage points and strategies necessary to accomplish the goals while staying true to the mission and values.

Objectives

Delineate specific steps and timelines necessary to implement each of the objectives.

Tactics & Implementation Plan

Develop the information systems necessary to monitor adherence to tactics and action plans.

Execution

Taken from the Guide to Strategic Planning for Schools by Hazard, Young, Attea & Associates.