

WHAT IS NON-NEGOTIABLE?

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- Are there any core beliefs we will never compromise?
 - What are the core values/commitments that shape our decisions and actions? Give examples.
 - Describe the ethos/atmosphere of this organization/school
 - Are there any current attitudes, beliefs, or practices that keep us from fulfilling our purpose?
 - Are there stereotypes people believe true of us? Why do they believe those things? Does that bother you? Why or why not?

WHAT ARE OUR CORE STRATEGIES?

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- Our organization/school does . . .
 - What are the most important things we do?
 - What must we do to give life to our purpose?
 - What are the necessary strategies we employ in pursuit of our purposes?
 - Is there anything we do that is ineffective at helping us achieve our purpose? Why do we continue to do those things?
 - What can and should we do differently?

WHO ARE WE TRYING TO IMPACT?

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- Who is our primary target audience?
 - In what ways, if any, has our target audience changed?
 - What are the implications of those changes?
 - What are the needs our target audience desires us to meet?
 - Do our strengths, our competencies, and our resources match the needs of our target audience?
 - Who, if any, of our target audience should we no longer serve? Why or why not?
 - Do we have a secondary target audience? How do we reach that audience?

WHAT DIFFERENCE ARE WE MAKING?

- How do we define results for our organization?
- What are our major accomplishments?
- What are our criteria for success?
- What are our strengths? Why is that? How do we know?
- In what areas is our work only marginal? Why is that? How do we know?
- Are other/similar organizations doing a better job? Is yes, why is that? What can we learn from them?
- How do we define and share our results with our donors? In what sways, if any, should we change our approach?

WHAT DIFFERENCE ARE WE MAKING?



- A graduate of our school is ...
- A graduate of our school can ...

WHAT IS OUR PLAN?

On What Should We Be Focused?

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- What is the passion of our heart? Do we all share that passion?
 - What are our performance strengths?
 - How well are we using our resources?
 - What are the needs and opportunities that match our passion, our competency, and our resources?
 - What, if anything, should we do differently?
 - Abandon or add programs? Why?
 - Outsource or refer to another organization? Why?
 - Address later? Why?

WHAT IS OUR PLAN? What Are Our Priorities?



- For each of our major programs or activities ask:
 - If we were not doing this, if we were not already committed, would we start this now?
 - Is what we are doing the right focus for us at this time? Why?
- What are the few things we can accomplish that will have the greatest impact for those we serve?
- What are the things we do that either contribute marginally or are no longer of great significance?
- If we could only do one thing well what would it be? Why?

WHAT IS OUR PLAN?
How Do We Implement?

Any plan must have

- Clearly defined, fully owned goals and supporting objectives
- Specific, measureable action steps
- A reasonable timeline
- A realistic budget
- An owner who is held accountable for progress and outcomes
- A means to measure success
- Consider impact on staffing, facilities, equipment needs, and long-term budget implications

