



**BOYS & GIRLS CLUBS
OF AMERICA**

BOARD BRIEF: Strategic Planning

Board Briefs are "at-a-glance" resources that help board volunteers better support their Boys & Girls Club. They are designed to occur as five-minute education opportunities at board meetings.

SUMMARY

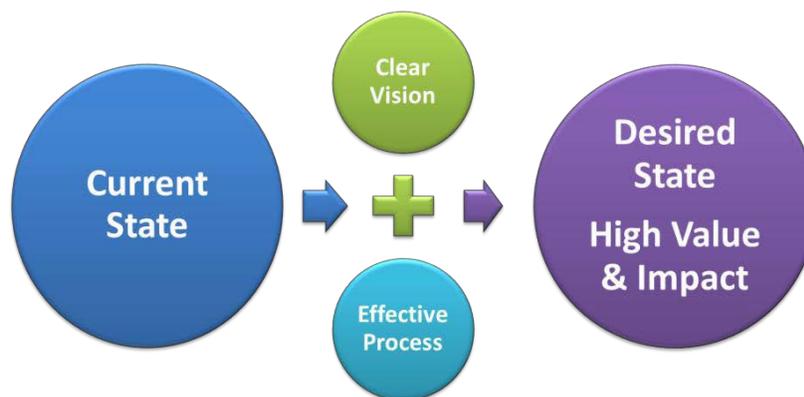
A strategic plan is among the most effective communication tools available to a Boys & Girls Club. The involvement of board members, staff, volunteers, appropriate community representatives, and funders creates an environment for input and sharing that ultimately leaves all involved more informed. A strategic plan provides agreement on priorities for the next three to-five years, resulting in a tactical annual plan that can be reviewed and updated regularly.

"The greatest challenge facing managers today is creating and leading an adaptive enterprise – an organization with the built-in ability to sense and rapidly adjust to change on a continuous basis."

Jim Collins, Good to Great

STRATEGIC PLANNING BEST PRACTICES

The strategic planning process should identify the current state of a Boys & Girls Club and necessary steps to move to the desired state within a specific time period.



What is Strategy?

Strategy is the allocation of resources to create value for the agency and gain competitive advantage. The strategic planning process begins with identification of a vision of the desired state. This vision is shaped by critical priorities to drive progress and actions to build commitment of key stakeholders.

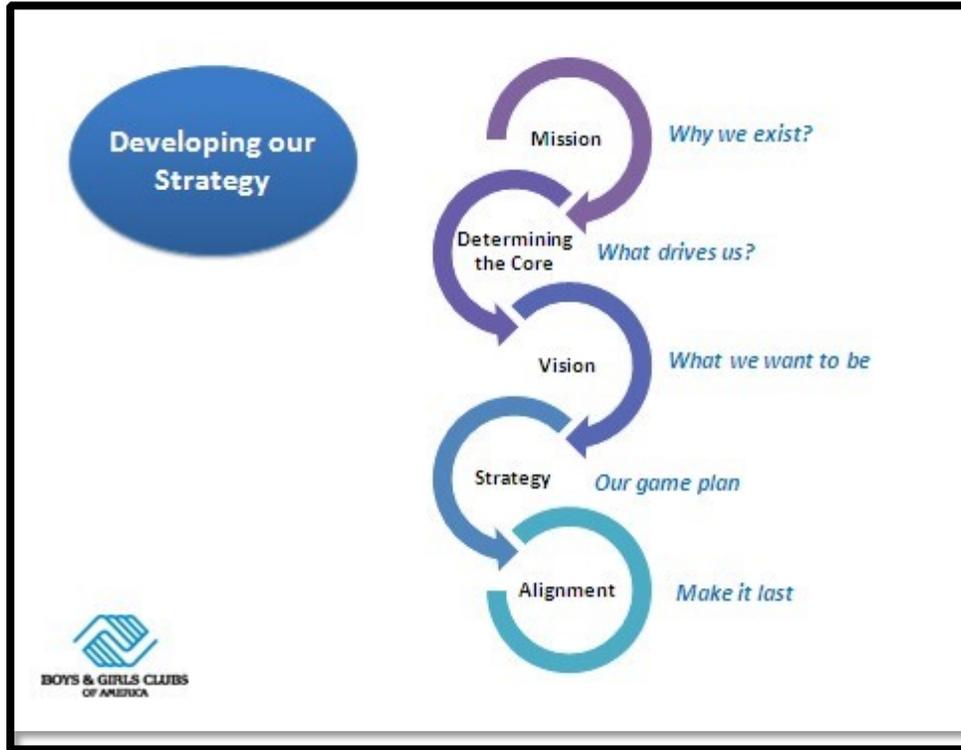
“Ninety percent of the strategic action items in a strategic plan are never realized.

Only 10% of the action items are followed through.”

Henry Mintzberg, business strategy expert

The Process

The key to effective strategic planning is to implement a process that creates a mutually supported vision and an adaptive long-range plan, which forms the foundation for meaningful and measurable annual tactical plans.



Outcomes

Developing and implementing an effective strategic plan leads to:

- ✓✓ Passionate stakeholders with an understanding of purpose, values and reason for existence
- ✓✓ Satisfied clients and donors as the Club develops opportunities to better meet their needs
- ✓✓ Effective processes which create a foundation for decision-making and meaningful change and increased ROI
- ✓✓ A motivated and prepared staff who can measure achievements and results

