



Strategic Planning

A Workshop For New England Farmers' Market Coalition

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Strategic Planning

- One of the most critical responsibilities of the board
- Tends to be the least effectively performed because the board focuses on and attempts to perpetuate the past rather than
- Facilitating strategic thinking and action about the future



The Board's Role

- Ultimately responsible for mission and vision of the organization
- Boards are able to govern better
- Removed from day-to-day operation, boards can take a broader view
- To carry out their regular duties boards must have the plan in mind
- Board represent a broader constituency



Why Develop a Strategic Plan

- Improved Results
- Momentum and Focus
- Problem Solving
- Communication and Marketing
- Greater Influence



Contents of the Plan

- **Vision** – Philosophical
- **Mission** – Philosophical
- **Goals** – Strategic
- **Objectives** – Tactical



Vision

- Describes the organization and its potential impact in the future.
- Guided by dreams not constraints
- Inspires and directs all aspects of the organization
- Results in long-term engagement of volunteers and supporters



Mission

- The Philosophical expression of why the organization exists
- Brief summary of what the organization does to meet that need



Goals

- Summarize the principal program, development, administrative or other major accomplishments the organization hopes to achieve in order to realize its vision and fulfill its mission
- General and not quantifiable, evaluated annually



Objectives

- Support the goals, provide details
- Who will do what by when
- SMART (specific, measurable, attainable, results-oriented, time-determined)