

# Strategic Planning: How Do I Make My Program Grow?

Facilitated by

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# Learning Objectives

- Participants will be able to:
  - define strategic planning
  - identify steps in a strategic planning process
  - reflect on how strategic planning can impact the success of their residency program.

# Definition

- Is a formal process designed to help an organization identify and maintain an optimal alignment with the most important elements of the environment within which the organization resides.
- Is a complex and ongoing process of organizational change.

# Steps

- Step 1: Identification of Vision and Mission
- Step 2: Environmental Scan
- Step 3: Gap Analysis
- Step 4: Benchmarking
- Step 5: Strategic Issues
- Step 6: Strategic Programming
- Step 7: Emergent Strategies
- Step 8: Evaluation of Strategy
- Step 9: Review of the Plan
- Step 10: Strategic Thinking

# Steps

- Step 1: Identification of Vision and Mission
  - The vision sets out the reasons for the organization's existence and the "ideal" state that the organization aims to achieve.
  - The mission identifies major goals and performance objectives.
- Step 2: Environmental Scan
  - Analyzes information about the organization's internal and external environment (economic, social, demographic, political, legal, technological, and international factors).

# Steps

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- Step 3: Gap Analysis
  - Evaluate current position and desired future
- Step 4: Benchmarking
  - Measure and compare the organization's operations, practices, and performance against others

# Steps

- Step 5: Strategic Issues
  - Fundamental issues the organization has to address to achieve its mission and move towards its desired future
- Step 6: Strategic Programming
  - Set strategic goals (SMART), action plans (how do we get to where we want to go?), and tactics (specific actions)

# Steps

- Step 7: Emergent Strategies
  - Unpredicted and unintended events frequently occur that differ from the organization's intended strategy
- Step 8: Evaluation of Strategy
  - Essential to assessing success of the strategic planning process

# Steps

- Step 9: Review of the Strategic Plan
  - Review, make necessary changes, and adjust the course based on the evaluations
- Step 10: Strategic Thinking
  - Involves “arraying options through a process of opening up thinking to a range of alternatives and decisions that identify the best fit between the organization, its resources, and the environment”

# Strategic Planning: Application

- How would you apply the concept of strategic planning into the residency program?
- Which step in the strategic planning process would you find most challenging?