



Strategic Planning Overview

May 3, 2021



Greenway Strategy Group provides analysis
and strategic guidance
to social impact organizations
to improve outcomes for children, families and learners of all ages.

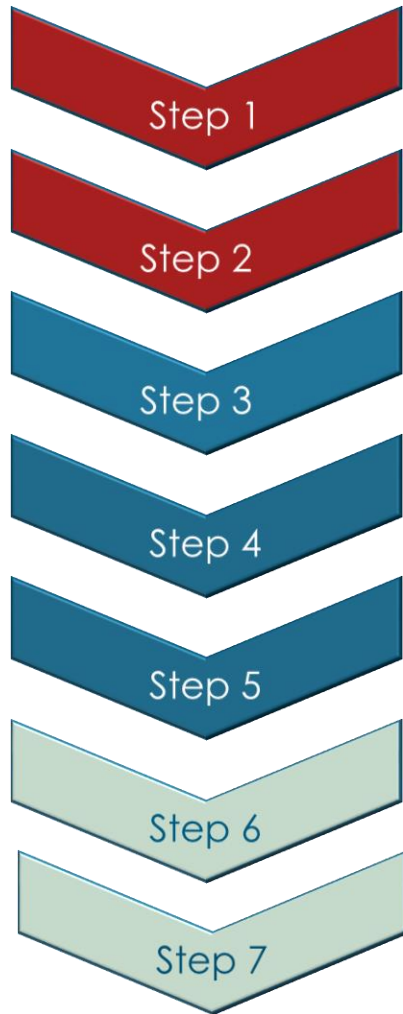
Expertise

- Strategy design, implementation and monitoring
- Performance improvement
- Research
- Facilitation
- Financial analysis
- Governance

Sample Client Engagements



Project Overview



- Environmental Scan
- Organizational Assessment

- Analyze Implications

- Define Desired Future: Vision, Mission, Priority Student Outcomes

- Develop Strategic Themes, Objectives and Measures

- Define Strategic Initiatives

- Create Action Plans

- Develop Monitoring and Review Process

Phase 1: Analysis
May-August

Phase 2:
Strategy Development
September - January

Phase 3: Action
Planning
January-March

Strategic Plan Components

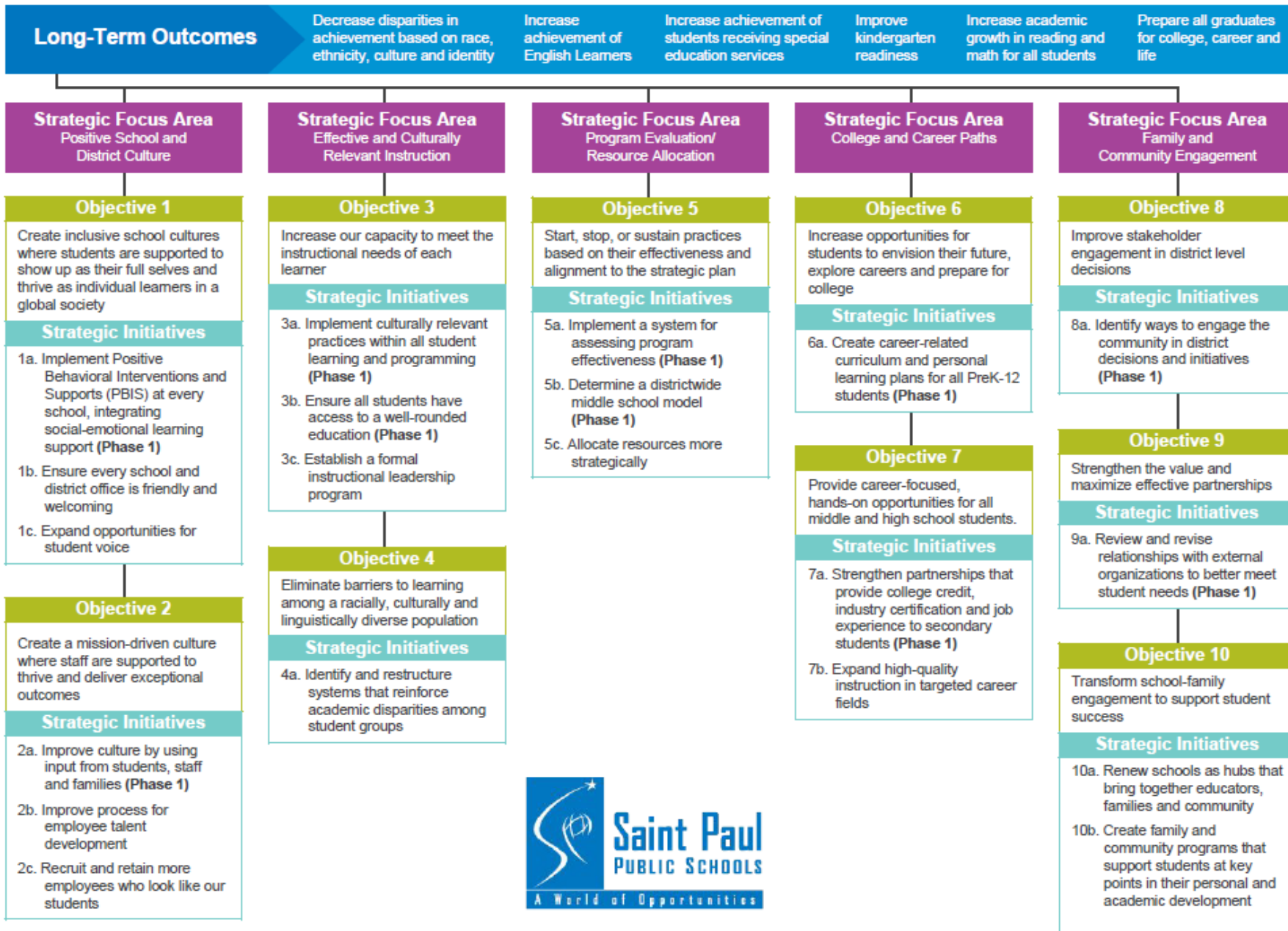
The Direction

- ▣ Vision = desired impact, WHY we exist
- ▣ Mission = descriptive statement of purpose, WHAT we do
- ▣ Priority Student Outcomes = specific, measurable results to achieve
- ▣ Strategic Themes = areas that must be addressed to achieve priority outcomes
- ▣ Strategic Objectives = choices about how to address the strategic themes

The Methods

- ▣ Strategic Initiatives = significant projects to implement the objectives
- ▣ Action Plans = how to get the projects done

Strategic Plan



Kernels of a Good Strategy

Phase 1: Analysis

A diagnosis: an explanation of the nature of the challenge. A good diagnosis simplifies the often overwhelming complexity of reality by identifying certain aspects of the situation as being the critical ones.

Phase 2: Strategy Development

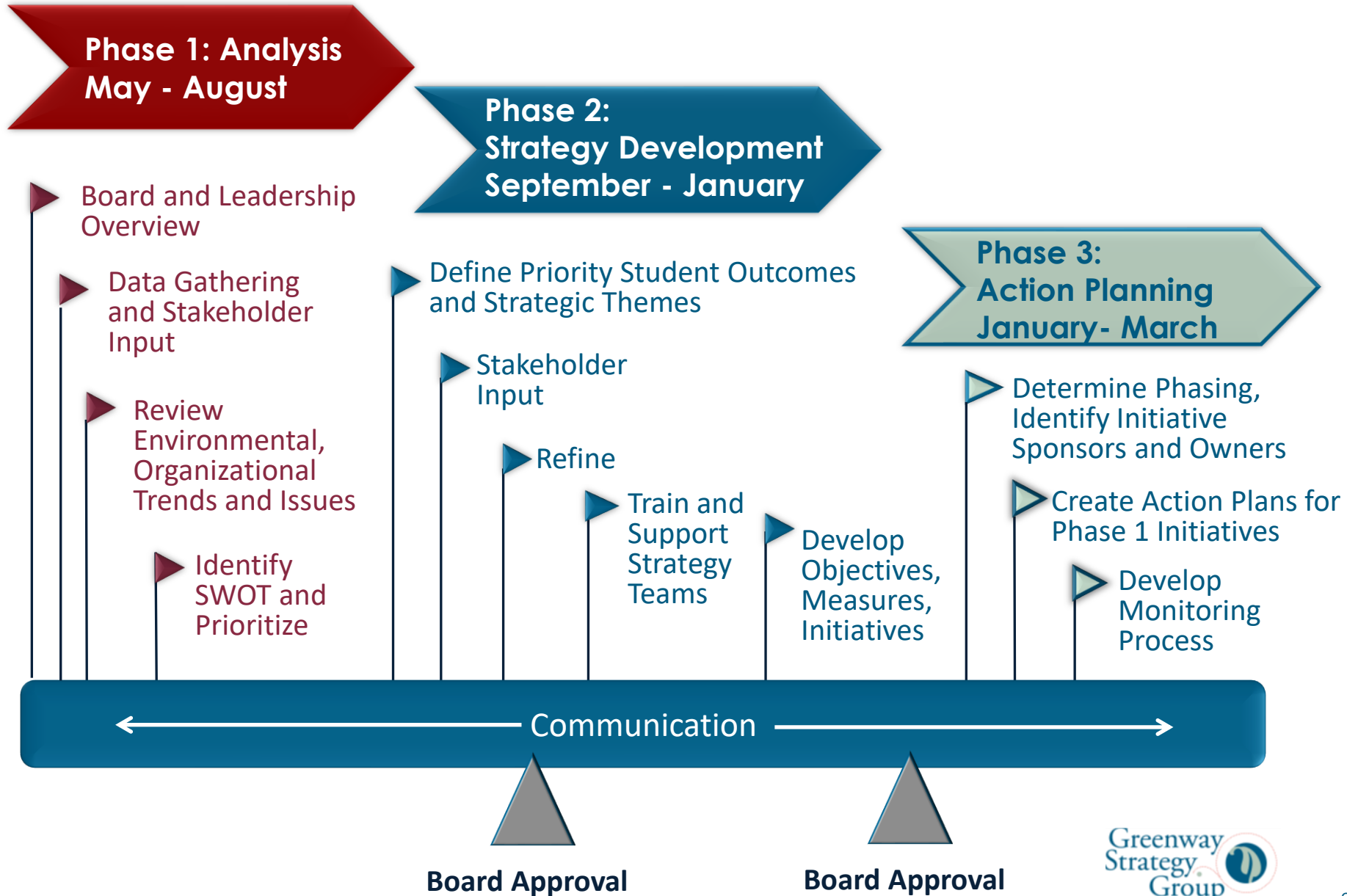
A guiding policy: an overall approach chosen to cope with or overcome the obstacles identified in the diagnosis.

Phase 3: Action Planning

Coherent actions: steps that are coordinated with one another to support the accomplishment of the guiding policy.

Richard Rumelt, *The Peril of Bad Strategy*, McKinsey Quarterly, June 2011

Grand Rapids Public Schools Strategic Planning Process



Our Iterative Stakeholder Engagement Approach

