**Strategic Planning Sample Template**

**Foundation**

* Institutional Mission Statement
* Sport Management Academic Unit Mission Statement
* Institutional Goals/Objectives
* Operational Effectiveness Goals (OEGs, from Outcomes Assessment Plan)/Other Strategic Planning Goals

**Planning Components**

**Program Profile:**

* Internal Assessment
* External Assessment
* SWOT/PEST assessment

**Description of Stakeholders** (Planning Committee): Both inside and external to the sport management academic unit – involved in the development and analysis of the strategic plan (e.g., faculty, staff, students, internship site coordinators, alumni, Advisory Board members, representatives of sport industry, etc.). Consider size, diverse membership, clear expectations/work product.

**Tracking Matrix** (or other methodology) that describes strategic planning goals, timeline for implementation and resources (human and financial) required. Include succession plans if/when personnel shift/change.

SAMPLE TRACKING MATRIX

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Unit: SM |  |  |  |  |  |  |  |  |
| Strategic Plan Goal #1 | General Objective | Target Results (bench-mark) | Action(s)  taken | Timeframe | Lead Responsible | Collaborating Partner(s) | Estimated Overall Budget | Actual Budget |
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**Process to Develop, Implement and Review a Planning Process**

1. **Planning Cycle Begins**
   1. Review mission
   2. Internal/External Assessments
   3. SWOT/Pest, Gap Analysis
   4. Develop Goals/Objectives
   5. Develop Implementation Plan/Tracking Matrix
2. **Annual Review of Progress**
   1. Step 1: Confirm Annual Goals
   2. Confirm Annual Assessment Goals/Measures
   3. Begin Annual Budget Cycle – requests, approvals
   4. Mid-Year Status Report (optional)
   5. Collect data on strategic measures
   6. Complete End-of-Year Report
   7. Distribute results to stakeholders
3. **End of Plan Review**
   1. Goal Completion
   2. Additional Achievements
   3. Continued Applicability of Goals
4. **Pre-Planning for New Plan**
   1. Develop preliminary findings
   2. Evaluate Success of the Process
   3. Review Planning Committee/Charge
5. **Planning Cycle Begins (see #1)**

**Terms:**

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| **Mission** | The mission statement is simply a purpose statement. It explains in one or two sentences what the sport management academic unit seeks to accomplish, why it exists, and what ultimate result should be expected. Language in the mission statement is usually expressed using verbs in the infinitive (to increase, to improve, etc.) and also should identify any problems or conditions that will be changed. |
| **Gap Analysis** | This procedure assesses the “gap” between the sport management academic unit’s current status. It also identifies what actions need to be taken to close the gap. |
| **SWOT/PEST Analysis** | SWOT (Strengths, Weaknesses, Opportunities, and Threats) is used as a framework for the environmental assessment. The procedure allows planners to support the gap analysis with additional information about what actions need to be taken in the strategic plan to move the sport management academic unit to its mission. A PEST (political, economic, social and technological) is another type of environment assessment. |
| **Environmental Assessment** | Information collected through the environmental assessment is general in nature and provides the sport management academic unit’s planners with a common understanding of trends and issues for the future so they are able to develop a mission. The environmental assessment provides the basis for organization-wide discussions focused on “future.” A good environmental assessment does not attempt to develop detailed data or market analysis, and does not use projections based on current trends, unless those trends are seen to be evolving into a larger issue. The scan is used to inform the sport management academic unit’s mission and identify the broad strategic goals that will become a guideline for an action plan.  There are two major components to an environmental assessment, the external environment and the internal environment. Both should be examined to determine whether or not the sport management academic unit has a unified view of the future and what resources they believe they have or will need as they move forward. |