

Chapter 4

The Planning Year: Strategic Planning

What is Strategic Planning?

Strategic planning is a management tool that, like all management tools, is designed to help an organization do a better job. Strategic planning helps an organization focus its efforts, ensure that members are working toward the same goals, and assess and adjust its course in response to changes in its environment. Thus, strategic planning is a systematic process to guide the primary decisions and actions that influence and direct an organization's character, what it does and why it does it, with a focus on the future.

The strategic planning process identifies questions that can help you learn from past experiences, test assumptions, collect and incorporate new information, and predict how the environment is likely to change. The process provides guidance in continually examining how every center activity—from hiring technicians to writing up research results—matches the AP4 center's vision, and vice versa.

The strategic planning process differs from the operational planning process. Strategic decisions always have long-term implications, whereas operational decisions tend to have short-term implications. Strategic decisions focus on the future; operational decisions primarily affect the day-to-day implementation of strategic decisions.

Cancer researchers might find certain aspects of strategic planning familiar, because this process is similar to theory construction and model building. When a team begins planning an AP4 center, its members are likely to have many assumptions and hypotheses about the center. Strategic planning is systematic process to test these hypotheses. The familiarity of AP4 center planners with the scientific method should help them isolate important variables and identify relationships among them. Just as good scientific theory guides scientific inquiry, so a strategic plan should guide AP4 center activities.

This chapter provides an overview of the strategic planning process. You may decide to hire a consultant with expertise in strategic planning (see section below on the planning team) or select someone involved in your center with strategic planning expertise to guide your planning efforts. If you do not hire a consultant and have limited expertise in strategic planning, you will need to consult sources of information beyond this chapter. Some useful resources are listed in the references and helpful websites at the end of this chapter. Many others are readily available in the library and on the Internet.

Why Do Strategic Planning?

Figure 4-1: Benefits of strategic planning for AP4 centers*

Strategic planning serves to:

1. Define the purpose of the AP4 center and establish realistic goals and objectives consistent with that purpose. These goals and objectives should be within the center's capacity and achievable in a defined time frame.
2. Communicate these goals and objectives to AP4 center investigators and partners.
3. Ensure that the most effective use is made of center resources by focusing the resources on key priorities.
4. Provide a base from which progress can be measured and establish a mechanism for informed change.
5. Bring together everyone's best and most reasoned efforts in building consensus about the center's direction.
6. Help a center focus on its priorities, enhancing efficiency and effectiveness.
7. Develop relationships among center staff, investigators, partners, and other stakeholders.
8. Build strong steering committee, investigator, and staff teams.
9. Provide the adhesive that keeps the steering committee together.
10. Increase productivity through enhanced efficiency and effectiveness.
11. Solve major problems.

*Adapted from McNamara, <<http://www.mapnp.org/library>>.

AP4 center directors understandably might be reluctant to engage in strategic planning because it requires time and funds—precious commodities during the prospective AP4's planning year. However, an important goal of the AP4 center planning grant is to provide some resources needed for strategic planning. The benefits to AP4 centers of strategic planning will far outweigh the costs.

AP4 centers, like all cooperative research centers, are significantly more complex than typical academic research programs. Unlike individual research programs, cooperative research centers have many participants and stakeholders

and several long-term, multiyear projects. Because of their complexity, cooperative research centers rarely succeed without solid strategic planning.

The strategic planning process produces a blueprint for action that guides and supports center management and oversight. This conceptual framework orients partners, investigators, and staff as they do the center's daily work. General milestones included in the plan are used to monitor center accomplishments and evaluate its results (see Chapter 9 for additional information about the evaluation process). Information in the plan can be used to inform the public and prospective partners about center plans and persuade them to support these plans. Well-articulated strategic plans can also become the basis for staff recruitment materials, press releases, articles in alumni magazines, and presentations to community groups or academic gatherings.

The Planning Team

Although the center director will naturally be busy during the planning year with setting up the partners meeting and preparing the AP4 center application, he or she must oversee the development of the center's strategic plan. Strategic planning will determine the center's direction; without direct involvement, the director will not have the preparation needed to guide the center. The center director must therefore set aside time each week to complete a range of planning tasks.

Like the center director, every member of the potential steering committee must be active in the strategic planning process because this is a critical part of center leadership. Potential AP4

project investigators should also be called on to contribute perspectives and expertise, as should students, technicians, and other staff members who are likely to be involved in center activities.

Consultants may be brought in when appropriate and as the budget permits. They can be particularly helpful if the center director and partners have little strategic planning experience. Consultants can provide critical objectivity in challenging assumptions, asking questions to clarify statements, and helping minimize technical jargon.

Consultants can provide expertise in any or all of the following:

- Strategic planning.
- Meeting facilitation.
- Background research.
- Fundraising.
- Writing the strategic plan.
- Writing documents based on the strategic plan (such as press releases and articles).

A strategic planning team should be identified to guide the strategic planning process, oversee (and/or conduct) the research and brainstorming needed to produce the plan, decide on priorities and activities, and supervise (and/or write) drafts of the plan. The potential AP4 center steering committee should identify planning team members. These members should include one or more members of all groups that will be responsible for implementing the strategic plan, including the steering committee, investigators, students, research staff, and institutional officials. Consumers representing the ultimate beneficiaries of center products should also serve on the planning team. The center's disease-oriented nonprofit partners can identify these consumers.

Ideally, the planning team should include 7–10 people. A group of seven is ideal for effective decision making but, because planning team members will probably be unable to attend every planning meeting, having 10 members will help ensure that enough individuals can attend any given meeting. The team should meet as often as needed—probably every 2 or 3 weeks.

One planning team member must have the authority to make strategic decisions, such as choosing which goals will be achieved and how. Another planning team member should be responsible for coordinating the strategic planning process, including organizing meetings, keeping records of all planning activities, and monitoring progress. This individual should also track major steps in the strategic planning process because this information will be helpful for the center's next strategic plan.

The Planning Process

Some researchers may regard strategic planning as a writing exercise rather than as a research process. When asked to develop a strategic plan, they may quickly draft a document that appears plausible, based perhaps on a strategic plan from another organization. But this type of document may reflect a lack of understanding of the center's environment, research needs, challenges faced, or how to respond to these challenges. Rigorous research is just as critical for strategic planning as it is for scientific research. Specifically, you will need to conduct research on the environment, research gaps, challenges involved in filling those gaps, and ways to exploit the results of center research.

Figure 4-2: Suggested timeline for strategic planning process*

	1-3	4-8	Weeks 9-12	13-16	17-20
	Select planning team.	Develop mission statement.	Develop goals and objectives.	Draft plan.	Write final draft.
	Hold initial planning meeting.	Develop vision statement.	Make long-range financial projections.	Obtain feedback.	Package plan.
	Document initial assumptions.	Conduct environmental scan.			Disseminate plan.

*Adapted from Servo, p. 14.

Getting Started

To begin the strategic planning process, the proposed center director and steering committee should select the planning team (see section above on the planning team). At its initial meeting, the planning

team should discuss the responsibilities of each team member and deadlines for every strategic planning activity. At this meeting, the team should also review the basics of strategic planning, either by listening to a presentation from an expert in strategic planning, or by reviewing the information in this chapter as well as in some of the literature and the many websites on strategic planning (see references and helpful websites at the end of the chapter).

Each planning team member probably has a series of assumptions about the potential AP4 center. Documenting these initial assumptions will provide a starting point for the strategic planning process and a baseline against which progress can be measured. Planning team members should therefore record all implicit assumptions before starting the research-based strategic planning process by answering the questions in Figure 4-3.

Once planning team members have documented their initial assumptions, they should identify information needed for strategic planning and develop a plan for gathering that information. Information needs to be collected on such issues as:

- The AP4 center environment, including the target population and trends in that population, partner perspectives, community perspectives, and potential changes resulting from advances in the field.
- Who else is doing related research, what types of research they are doing, and the scope of their research.
- Statistics on the cancer(s) targeted by the proposed AP4 center, recent changes in the statistics, and anticipated trends.
- Plans and attitudes of current and potential partners.
- Regulatory changes and the potential impact of such changes on the proposed AP4 center.

Potential sources of this information include:

- Medical journals.

Figure 4-3: Documenting initial assumptions*

Before the strategic planning process formally begins, each planning team member should document his or her initial assumptions about the AP4 center by answering the following questions.

Center Purpose

What orphan cancer (affecting fewer than 200,000 people per year in the United States) or biologically defined subset of more common tumor types will the AP4 center's research address?
What types of novel cancer therapeutic, prevention, diagnostic, and imaging interventions will the proposed center develop?
What is the estimated timeline to develop these cancer interventions?
What are the milestones in the development of these interventions?

Need for the Center's Research

What need will the interventions developed by the proposed AP4 center fulfill?
How widespread is this need?
Is this need likely to grow in the next 5 years?
What drives the growth in need?
Why has this need not been met previously?

Beneficiaries of the Center's Research Results

Who will benefit from the proposed interventions?
Who will use the proposed interventions?

Resources

How much money will be needed to develop the proposed interventions?
What sources will be tapped for this money?
What technology/equipment will be needed to conduct research on the proposed interventions?
What sources will be tapped for this technology/equipment?
How many investigators will be needed to develop the proposed interventions over the next 5 years?
From where (departments and institutions) are these investigators likely to be drawn?
How many partners will be needed to oversee and support the proposed AP4 center?
From where will these partners be drawn?

Clinical Trials

How will the results of center research be brought to clinical trials?

*Adapted from Servo, pp. 68–74.

- Conference proceedings.
- Reports from government agencies (such as the NCI), professional societies, and cancer-oriented nonprofits (such as the American Cancer Society).
- Research project reports and grant proposals.
- Census data.
- Websites.

The planning team should develop a work plan for the strategic planning process. This plan should list all activities needed to develop the plan (these activities are described in the rest of this section). For each activity, the work plan should list the person responsible, hoped-for outcomes, time and other resources needed, and deadlines.

Vision

Figure 4-4: Sample vision statement

The vision of the NCI is to bring together the resources to stimulate and support scientific discovery and its application to achieve a future in which all cancers are uncommon and easily treated.

The AP4 center’s vision expresses what its director, investigators, and partners hope the center will ultimately accomplish. This dream of a possible future should be expressed in a *vision statement*, which briefly conveys the center’s ideal future. The vision statement should address what will change for cancer patients if the AP4 center achieves its purpose.

This vision statement can help an AP4 center clarify beliefs and governing principles for everyone involved in the center, as well as those who could potentially benefit from center activities. Once the vision statement has been developed, the planning team should review it periodically.

The planning team should choose a technique for developing a vision statement, such as one of the following:

1. The center director writes the first draft of the vision statement, which is reviewed and revised by planning team members.
2. The planning team gathers sample vision statements from research organizations and the NCI (see Figure 4-4 for a sample vision statement) and adapts these models to its needs.
3. The planning team jointly develops the vision statement. This can be done by having team members write sentences or parts of sentences on pieces of paper that are taped to the wall. A team member or an outside facilitator then puts the sentences together into a draft vision statement, which is then refined.

Figure 4-5: Sample mission statement

Created in 1955, the mission of the Developmental Therapeutics Program (DTP), Division of Cancer Treatment and Diagnosis (DCTD), NCI, is to provide cancer and AIDS drug-discovery and development resources to the academic and industrial research community. DTP maintains an extensive portfolio of therapeutics-directed grants and cooperative agreements. We offer, at little or no cost, repositories of compounds and biopharmaceutics for research, tumor cell lines, and animals, plus GMP synthesis, formulation, pharmacology, and toxicology testing. Our web-based databases and data-mining tools are expanding to better serve investigators. DTP provides resources, from *in vitro* screening to IND-directed studies, to researchers for promising therapeutic agents to benefit the public health.

Mission

The next step in the strategic planning process is to develop a *mission statement*, which describes what the AP4 center will do, why and how it will do this, and who will be involved. Like vision statements, mission statements are quite broad. However, mission statements are more concrete and action-oriented than vision statements. They are also typically longer than vision statements, although they should be as brief as possible.

Mission statements are useful in describing the center’s functions and its unique attributes to potential partners. Mission statements are also useful internally to inform those involved at every level what the center does. This is important because, even in small centers, some staff members may not understand what they are doing

and why they are doing it.

To develop a mission statement, the planning team should answer the following questions:

- On what type(s) of cancer will your AP4 center focus?

- What types of research will the center conduct?
- What types of technology will the center use?
- Who will be served by center activities?
- What is unique about the AP4 center? How does it differ from other research collaboratives?

The planning team should also consider the opposite of each question. For example, team members should identify the types of research their AP4 center will *not* conduct, and whom they will *not* serve. This can help sharpen the focus on basic elements of the center mission statement. Planning teams should also make sure that the statement is not so broad that it could pertain to another research group or even another potential AP4 center.

Environmental Scan

Figure 4-6: Environmental scan questions*

Sample questions for potential center partners when gathering information for the environmental scan:

1. What challenges will your institution/company/organization face over the next 5 years that are related to the proposed AP4 center?
2. What major technical, regulatory, or competitive obstacles must the center overcome to meet these challenges?
3. Of these obstacles, which is the proposed AP4 center most likely to help you with?
4. Which areas of research, and problems and issues in those areas, should the center emphasize over the next 5 years?
5. Given the center's projected partners and funding, which areas of research should the center avoid, at least over the next 5 years?

*Adapted from "Information Gathering for Planning," in Gray and Walters, p. 126.

The next step is to conduct an internal and external environmental scan. The planning team needs to assess the center's *internal* environment, including the resources and capacities available to achieve the center's mission. The *external* environmental scan must address the demographic, social, scientific, political, economic, and technological forces that will affect the center's work, including what is occurring in the center's target discipline and related disciplines, and in the

fields of center partners. The environmental scan will help the planning team understand programs planned for the AP4 center, their likely effectiveness and potential competitive position, and opportunities and threats related to accomplishing the center mission. The scan will also help the planning team identify other strategic issues or challenges.

The planning team should begin by gathering information. For the *internal* environmental scan, information can be collected through interviews and surveys of key administrators, investigators, students, and partners about issues they think will affect the center. These stakeholders should also be asked to identify sources of information they use to assess the external environment. For the *external* scan, interviews can be conducted with potential partners, consumers, and potential funders. Reports, journal articles, and Internet information gathered at the start of the strategic planning process should be reviewed at this stage.

In strategic planning, *internal* environmental factors are often classified as strengths (S) or weaknesses (W); *external* factors are categorized as opportunities (O) or threats (T). These factors are known as SWOTs.

An AP4 center *strengths* might include the experience of its investigators and partners, resources of the university, and support of partners.

Weaknesses are areas in which obvious strengths are lacking and where improvements may be possible. These might include insufficient partners, lack of expertise in a specific research area, or the need for a specific technology.

AP4 center *opportunities* for meeting its mission might include the need for interventions in the type(s) of cancer on which center research focuses, recent developments in research or technology, and the interest of partners in the center’s mission.

Threats facing the center are challenges to its ability to accomplish its mission. These might include demands on the time of team members imposed by noncenter activities.

Figure 4-7: SWOT analysis

Environmental scan

Internal environment:	-Strengths -Weaknesses
External environment:	-Opportunities -Threats

External opportunities and threats are further categorized as political (P), economic (E), social (S), and technical (T). The PEST framework includes the following factors:

Political

- Changing regulations.
- Employment laws.
- Political support.

Social

- Growth rate of target cancer(s).
- Demographic trends with respect to target cancer(s).
- Demand for interventions.

Economic

- Economic growth.
- Interest rate.
- Inflation rate.

Technological

- Latest research.
- Technological incentives.
- Recent technological developments.
- Automation.

One way to identify SWOTs, including PEST factors, is through brainstorming by the planning team. In this approach, each planning team member identifies SWOT factors that are recorded on a flip chart. Another approach is to collect SWOTs using survey forms. In either case, those offering suggestions should make them as specific as possible.

Once a list of SWOTs is collected, they should be categorized and the results summarized. Other groups involved in the center, such as the potential steering committee, and groups outside the center such as consumers or potential partners, should help identify SWOTs.

Goals and Objectives

By this point, the planning team should have a good understanding of the center mission and the environmental factors that will affect its ability to accomplish the mission. Now the team needs to develop concrete measures of how much the center will accomplish at certain points in time. These measures need to be formalized into goals and objectives.

Figure 4-8: Sample goals and objectives

Some goals and objectives of the Cancer Council, Victoria, Australia.*

Goal:

I. Improving knowledge of cancer through basic and applied research.

Objectives:

1. By December 2003, our Cancer Control Research Institute will have a full-time director and enhanced national and international profiles, based on grants, publications, and meeting invitations (base year 2000).
2. By December 2003, the number of published papers from Cancer Council-funded basic and applied research will have increased by 25% (base year 2000).
3. By December 2002, to have created and funded a research epidemiology fellowship named for Prof. Richard Lovell.
4. By December 2002, to develop at least one specific funding program for gender-specific cancer research, for example breast, ovary, or prostate.
5. By December 2001, to have identified and begun supporting at least one new state and/or national cancer research consortium.
6. To ensure that the goals of the Victorian Breast Cancer Research Consortium for the period 2001–2003 are met.
7. To ensure that the goals of the VicHealth Centre for Tobacco Control for the period 2001–2003 are met.
8. To ensure that the second-round follow up of the Health 2000 cohort is completed in the period 2001–2003.

Goal:

II. Preventing cancer by encouraging healthier behaviours and environments and improving people's knowledge of cancer risks.

Objectives

1. By December 2002, at least one new cancer prevention program will have been implemented (evidence permitting).
2. To ensure that the goals for the period 2001–2003 of our VicHealth, National Heart Foundation and Department of Human Services-partnered Quit campaign are met.
3. To ensure that the goals of our VicHealth-partnered SunSmart campaign for the period 2001–2003 are met.

* Source: <<http://www.cancervic.org.au/cancer1/aboutus/ourmission.htm>>

Goals are statements that describe outcomes of center activities. Goals should guide all center activities. The center's ultimate goal is expressed in its mission statement, but the planning team needs to develop one goal for each type of center activity or group of related activities, such as research, administration, fundraising, and training activities.

Each goal should have at least two specific *objectives*. Objectives describe specific, measurable results. According to the Community Tool Box <<http://ctb.ku.edu>>, the best objectives are SMART+C (yes, another acronym!) because they have the following characteristics:

- They are *specific*. They tell *how much* of *what* is to be achieved in what *time period*.
- They are *measurable*. Information on whether the objective has been met can be collected, determined, or obtained from records (at least potentially).

- They are *achievable*. The center has the ability and experience needed to achieve the objective and is likely to accomplish it.
- They are *relevant* to the center's mission. These objectives fit the center's vision and mission.
- They are *timed*. They include a date by which they will be achieved.
- They are *challenging*. They stretch the center to aim for significant accomplishments that will ultimately benefit patients.

All planning activities to date have been group activities, but a single individual should write center goals and objectives. Feedback, however, should be sought from the planning team and steering committee.

Long-Range Financial Projections

Once goals and objectives are written, the planning team should begin developing long-range financial projections and identifying fund-raising opportunities. Ideally, team members should consult with staff from the institution's finance and fund-raising/development departments. Although these financial projections cannot be expected to be precise, they can provide an idea of how much it will cost to implement the center's strategic plan. This information will be critical in developing an accurate center budget and an effective fundraising plan.

The institution's financial staff should review the planning team's goals and objectives to identify major resources required to meet them. Expenses are likely to relate primarily to personnel, benefits, equipment, space, materials and supplies, and travel.

Once financial staff members have estimated how much each activity will cost, the planning team should consult with current and potential partners and the institution's fund-raising staff to develop a fund-raising strategy. The planning team must create a realistic projection of revenues from all sources, including:

- The NCI.
- Partner fees.
- Partner contributions.
- Grants from other government agencies.
- Grants from private foundations.
- Corporate contributions.
- Contributions from the AP4 institution.

If the projection shows that insufficient funds will be raised to meet center objectives, some activities may need to be cut from the center's strategic plan.

Writing the Strategic Plan

The strategic plan must accurately document the planning team's decisions, based on notes from the planning team meetings and the results of the environmental scan, and have the support of those who will implement it.

Figure 4-9: Strategic plan format

- Executive summary.
- Introduction.
- Environment.
- Summary of SWOT analysis.
- Mission statement.
- Vision statement.
- Goals and objectives.
- Financial projections.
- Conclusion.

The center director, a strategic-planning consultant, or a professional writer who has attended the planning team meetings may draft the plan. Alternatively, sections of the plan can be assigned to different planning team members and an editor can review the entire plan for consistency. Once the draft plan is written, it should be reviewed by the planning team, steering committee, and everyone else who will help implement the plan.

The first draft of the strategic plan should include as much detail as possible, and should therefore have no page limit. The plan’s writer(s) should ensure that every aspect of the plan is backed up by research and facts. The plan should clearly document the AP4 center vision, mission, goals, objectives, and implementation strategies. Once the plan is finalized, a brief (2- to 3-page)

executive summary should highlight the plan's main points, including vision, mission, and goals and objectives.

When the steering committee formally approves the plan, copies should be distributed to partners, investigators, institution officials, and research staff.

Action Plan

Once the strategic plan is complete, implementation strategies must be developed. The planning team should probably identify these action steps because its members represent the groups involved in the center and are familiar with the strategic plan. The strategies or action steps they identify should be documented in an action plan that describes steps the center will take to meet its goals and objectives.

The center’s mission statement defines the AP4 center purpose and will help identify strategies that will best move the center in the desired direction. The environmental scan provides information and analyses to help ensure that center goals and objectives take advantage of center strengths and opportunities, while preparing the center to respond to weaknesses and threats.

To develop an action plan, the planning team should identify all the action steps the proposed AP4 center might undertake over the next 5 years. Such steps will include research projects, along with such tasks as retaining current partners, attracting new partners, outlining an effective administrative structure, and identifying additional funding sources. The planning team and steering committee should develop a comprehensive list of potential action steps with detailed descriptions.

Figure 4-10: SWOT matrix

	Opportunities	Threats
Strengths	Identify strategies that fit center strengths and opportunities.	Mobilize resources (center strengths) to reduce its susceptibility to external threats.
Weaknesses	Make judgment calls about whether to overcome weaknesses to pursue opportunities, or put aside opportunities because of weaknesses.	Do damage control to prevent center weaknesses from increasing its susceptibility to external threats.

The planning team should also review interactions among the SWOTs identified through the environmental scan to see where they overlap; i.e.,

which issues fall under more than one SWOT category. This should give the planning team an idea about where the center should allocate resources (where opportunities and strengths coincide) and what the center should avoid (weaknesses and threats). The planning team should brainstorm how to address each area in the SWOT matrix (Figure 4-10).

In deciding which action steps in its comprehensive list to include in the AP4 center, the planning team should consider whether each step serves the center vision and mission and will help achieve at least one center objective. To be included in the action plan, a step should build on center skills and experience, and draw on resources and expertise offered by partners and collaborating institutions. Because the center will need to attract funding, the planning team needs to determine whether each action step is economically viable. Other questions to consider in selecting a center's action steps include:

1. Why is the proposed action step needed? What is the current and future demand for this activity?
2. Is the proposed action step the most effective way to meet patient needs? Could patient needs be met through a different activity?
3. Is the proposed AP4 center the best mechanism for undertaking this action step? Why?
4. Would conducting this activity be overly ambitious for the proposed AP4 center?
5. Does the planned action step build on the center's unique abilities?
6. Should the center work cooperatively with other institutions or partners on this action step? Would this enhance the likelihood of success?
7. Does the center have enough funds, personnel, and time to carry out this activity?
8. Is the action step feasible?
9. Is the action step effective?
10. Is the action step comprehensive?

The planning team may also choose to conduct a cost-benefit analysis of the proposed action steps. This involves determining the costs of each activity (personnel time, supplies, equipment, space, and travel) and benefits (revenue, patient benefits, and intangible benefits to the center, other researchers, or society).

Based on the criteria described above, the planning team should choose the final list of action steps and describe them in an action plan. At least one action step (and usually more than one) must be identified for each objective. Some action steps may help achieve more than one objective. The description of each action step should address the following:

- What action or change will occur?
- Who will carry out the action or change?
- What is the timeline for the action or change?
- What resources (money, staff) are needed to carry out the action or change?
- Who needs to know what (communication)?

The action plan should include enough detail to give everyone involved the same understanding of how much needs to be done over a given period, but it need not include every conceivable detail.

After the strategic and action plans are complete, the next step is to carry out the strategies outlined in the action plan. If the plan has sufficient detail, carrying it out will be relatively straightforward, and you will know exactly who is responsible for each action and when the actions need to be performed.

Conclusion

It is impossible to know in advance whether the action plan steps will be sufficient or appropriate to achieve the center vision and mission. But developing such a plan will significantly increase the likelihood of success for your proposed center.

It will be critical to keep track of how well the center implements the strategies in its action plan, and how effectively they meet center goals and objectives. This process is described in Chapter 9, which addresses evaluation.

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Helpful Websites

Sample environmental scans

<http://www.centre4activeliving.ca/Research/ResearchUpdate/2001/Cancer_September_2001.htm>

<<http://informationr.net/ir/7-1/paper116.html>>

<<http://www.che.org/publications/pdf/Environmental-Scan-2003.pdf>>

<http://www.californiaprojectclean.org/popups/pdfs/key_inform_enviro_scan_52200.pdf>

Sample SWOT analyses

<http://www.lse.ac.uk/Depts/lsehsc/pdf_files/paper5mar01.pdf>

<<http://www.uom.ac.mu/AboutUom/StrategicPlan/spswotanalysis.htm>>

<<http://www.deafontario.org/info/info/strat/swot.htm>>

<<http://www.sla.org/chapter/cwcn/board/strategy/2000/swot.htm>>

Sample strategic plans

<http://crchd.nci.nih.gov/pdf/Strategic_Plan_and_Budget.pdf>

<<http://www.cc.nih.gov/od/strategic/sop03.pdf>>

<<http://www.niddk.nih.gov/federal/planning/stratplan-2000.htm>>

<<http://www.nimh.nih.gov/strategic/stplantoc.cfm>>

Sample action plans

<<http://www.4woman.gov/napbc/catalog.wci/napbc/ctaplan.htm>>

<<http://prg.nci.nih.gov/pancreatic/pancreatic.pdf>>

<http://www.ninds.nih.gov/about_ninds/Implementation_plan.htm>

<http://www.nidr.nih.gov/research/healthdisp/Implementation_Plan_Recruit_Diverse_WrkForce.pdf>