



## Part Two: What is a Strategic Plan?

A strategic plan is a document that describes your program's strengths, weaknesses, opportunities, and threats (SWOT) and outlines strategies and directions for the five years of your cooperative agreement. A strategic plan is the product of a systematic planning process, which is explained in this part of the kit.





## A Strategic Plan Outline

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### EXECUTIVE SUMMARY (1 page)

- a) Brief description of your strategic planning process including who is involved.
- b) Summary of findings from the SWOT analysis based on your assessment of internal and external data related to your program. Internal data describe the current status of your program and how it operates. External data describe the population your program serves and the environment in which it operates.
- c) List of the strategies your program has selected to reach its five-year goals. A program strategy is the means or broad approach by which a program will achieve its goals.
- d) Brief description of the processes your program will use to implement, communicate, and evaluate the strategic plan.

### STAKEHOLDER LIST (1 page)

- a) List of stakeholders, including name, job title, organization, and contact information. Stakeholders are individuals or organizations that are invested in the program and the results of program activities, and have a stake in what will be done with the results.
- b) Description of the role that each stakeholder has in developing or implementing the strategic plan.

### DATA SOURCES LIST (1 page)

- a) List of sources for internal data related to your program, such as the *Indicators for School Health Programs* and the DASH Program Inventory. The Program Inventory provides a snapshot of what your program currently is doing related to four program components: (1) program management and staffing, (2) program planning and monitoring, (3) professional development and technical assistance, and (4) partnerships.
- b) List of sources for external data related to your program, such as your Youth Risk Behavior Survey (YRBS) and School Health Profiles.

### SWOT ANALYSIS (1-2 pages)

A summary of your program's strengths, weaknesses, opportunities, and threats based on the analysis of internal and external data related to your program.

### PROGRAM STRATEGIES (1 page)

- a) Description of the strategies that your program will use to achieve its five-year goals.
- b) The rationale for each strategy that your program has selected.
- c) A strategic plan implementation timeline indicating the year(s) of the cooperative agreement that your program will implement each strategy.

# PROGRAM STRATEGIC PLANNING KIT EVALUATION for school health programs

## REVISED FIVE-YEAR PROGRAM LOGIC MODEL (1 page)

Logic model revised to align with the five-year program goals and the strategies your program has selected to reach these goals. A logic model is a pictorial diagram that shows the relationship between your program components and desired health outcomes. (For more information on logic models, consult the DASH Evaluation Tutorials at <http://www.cdc.gov/HealthyYouth/evaluation/resources.htm>.)

## ALIGNED ANNUAL WORKPLAN (multiple pages)

Align your annual workplan with your program goals, strategies, implementation timeline, and logic model. For each goal in your workplan, indicate the strategy your program will use to reach that goal. For each objective in your workplan, identify (if applicable) the *Indicators for School Health Programs* that will document progress toward achieving that objective and the School Level Impact Measure (SLIM) that the objective addresses. You can use the current DASH Workplan Template to complete this task.

## COMMUNICATION PROCESS (1 page)

- a) List of communication messages and products that you will disseminate (e.g., strategic plan, evaluation findings).
- b) List of individuals who will receive each product.
- c) Description of how you will communicate each message. This includes the

communication format (the actual layout of the communication you will use such as a report or brochure) and the communication channel (the route of communication you will use such as oral presentation or webcast).

## IMPLEMENTATION PROCESS (1 page)

- a) Designated times (e.g., semi-annually) for reviewing whether the program is implementing the strategies according to the strategic plan implementation timeline.
- b) Description of how you will use the strategic plan to monitor implementation of the annual workplan and to develop future workplans.

## EVALUATION PROCESS (1 page)

- a) List of data that you will collect to evaluate implementation of the strategic plan (e.g., policies, technical assistance logs, training registrations).
- b) Timeline for collecting evaluation data.
- c) Description of how you will use evaluation data to monitor implementation of the strategic plan, develop future workplans, and improve program activities on an annual basis.
- d) Description of how you will use evaluation data to assess your five-year strategic plan at the end of the funding cycle.