



**MACINTYRE ASSOCIATES**  
*partnering for mission*

## CORNERSTONES OF EFFECTIVE STRATEGIC PLANNING

**An effective strategic plan must address the following:**

### CORE VALUES

Core values are the three to five essential ideals that define your organization. Core values answer the question:

***“What does my organization stand for?”***

### MISSION

Mission is a broad description of your organization’s purpose.

Mission answers the question:

***“Why does my organization exist?”***

### VISION

Vision provides picture of what success looks like at a designated time in the future. Vision provides direction for goal-setting and answers the question:

***“What does success look like for my organization 3-5 years from now?”***

### STRATEGIC ISSUES

These are the greatest challenges your organization faces. The strategic plan should address these issues. Strategic issues are often revealed in a SWOT\* analysis or from customer or audience feedback. \*SWOT = Strengths, Weaknesses, Opportunities, Threats

***“What are the strategic issues that my organization must address over the next 3 – 5 years?”***

### GOALS AND OBJECTIVES

Goals are broad statements of what must be achieved in order to reach your vision. Typically, 4 – 6 overarching goals define the major work that will lead to realizing your vision. Objectives define action steps necessary, with time lines, to achieve your goals. Goals answer the question:

***“What must we accomplish to realize our mission?”***

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