



Association Goal Setting & Strategic Planning

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Defining Your Goals

Examples:

- Creating Culture
- Growth and Retention
- Improving Player Development
- Developing Future Association Leadership



Creating a Strategic Plan

- Clearly defines the association's mission.
- Helps your association provide better programming by measuring and evaluating the effectiveness of existing programs.
- Refocuses the board on the core initiatives.
- Develops a framework for making decisions more effectively and efficiently.



When to go through Strategic Planning

- General rule of thumb: every 2-3 years
- Major turnover within the board
- New president
- Significant increase or decrease in membership
- Lack of shared vision with membership
- Repeated infighting with the board, committees, and any staff members



SWOT Analysis

SWOT Analysis

Now that you have completed the first steps of the strategic planning process, your leadership will need to take the time to identify potential areas for improvement, expansion and change. Before setting new goals and initiatives, a great exercise to identify your current landscape is a SWOT Analysis. SWOT stands for Strengths, Weaknesses, Opportunities & Threats. As a group, use the diagram below to identify these factors.

STRENGTHS (Internal): (Examples: funding, organizational structure, culture, policies)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Weaknesses (Internal): (Examples: funding, organizational structure, culture, policies)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

OPPORTUNITIES (External): (Examples: local demographics, economy and competition)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

THREATS (External): (Examples: local demographics, economy and competition)

- _____
- _____
- _____
- _____
- _____
- _____
- _____



Guiding Values

- Teamwork
- Respect
- Leadership
- Sportsmanship

Guiding Values Worksheet

When beginning the strategic planning process, the first step is for your association board to discuss and identify the values that best represent your organization. Establishing your Guiding Values will better guide your group through developing your vision, mission and goals.


Please note:

- There is no recommended minimum number of guiding values
- Does your board feel these values identify with your association's culture and beliefs?
- Look for values that would inspire individuals to want to be a part of your association
- Remember that your Guiding Values will be rooted in your Vision and Mission
- *Sample Guiding Values: opportunity, excellence, diversity, sportsmanship, development-focused*

List your Guiding Values below:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____

Once your board feels confident in the Guiding Values you've identified, you can move onto the next step of developing a strategic plan, building your Vision Statement.



- Hard Work
- Character
- Commitment
- Pride

Vision

- “To be recognized as a leader in youth hockey in our state”
- “To promote, grow, and provide a positive youth hockey experience for players of all skill levels and ages within our association and surrounding communities.”
- “To offer a high quality, affordable opportunity to learn the game of hockey for players in our organization.
- “To inspire local youth to embrace good sportsmanship, to compete to the best of their ability while lifting up those around them, and to become lifelong fans of the game.”

Vision Statement Worksheet

Now that you've identified your Guiding Values, your next step is to work with your board on building a dynamic and inspirational Vision Statement. Think of your Vision Statement as what life would be like if your association's mission and goals were achieved.

Use the exercises below to foster and shape discussion for the purpose of developing a Vision Statement.


Exercise 1: List the Five Words the board wants associated with the association

1. _____
2. _____
3. _____
4. _____
5. _____

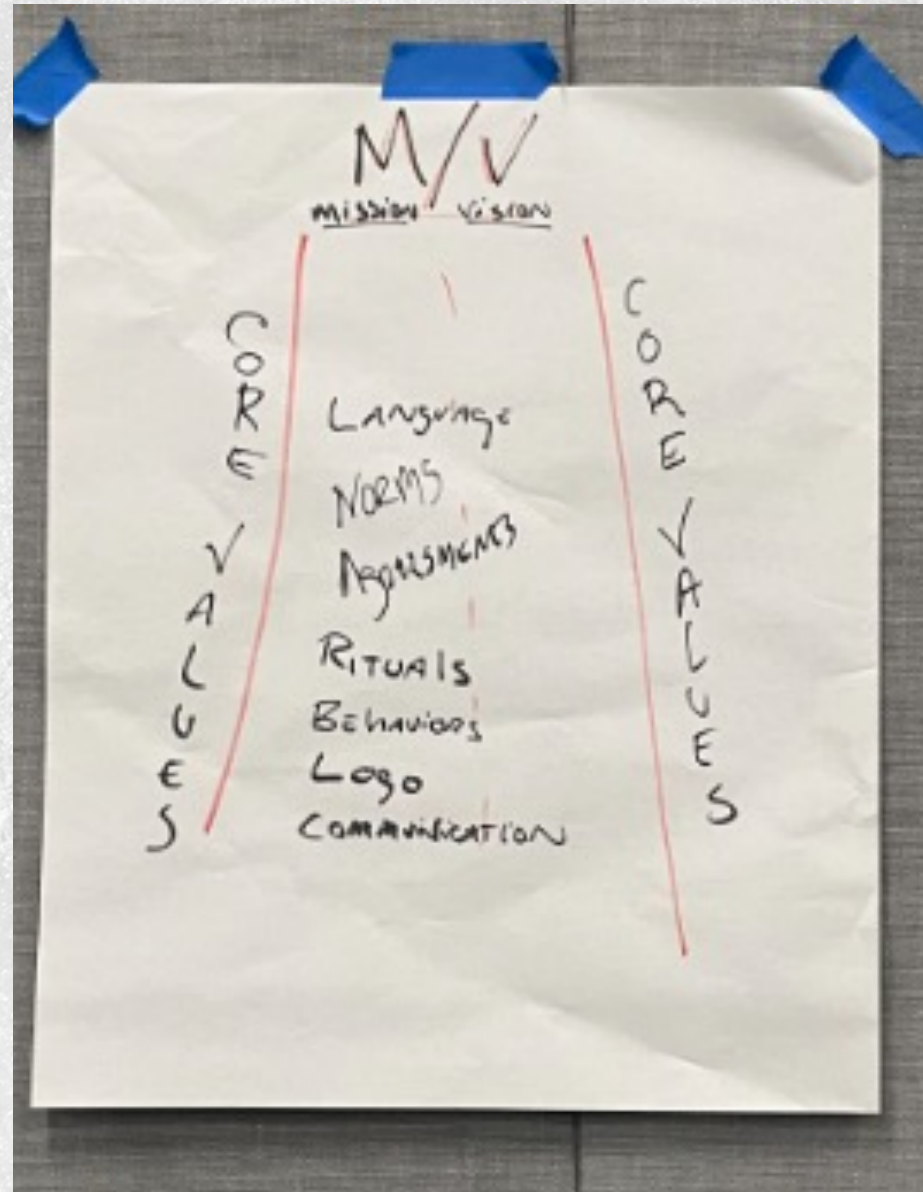
Exercise 2: List Five Accomplishments to be achieved in five years from now

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise 3: Describe the ideal/perfect association in terms of what it looks like, feels like, does, doesn't do and achieves



Mission



*Our Program Services Mission:
"To drive USA Hockey grassroots participation and volunteer growth through innovative programs and initiatives that increase awareness and access for all"*

Strategic Objectives

- “Create strategies to recruit and retain players, coaches, and officials.”
- “Improve the value that families receive by being apart of our organization.”
- “Focus growth efforts in specific areas including girls’ & women’s hockey, disabled hockey, adult hockey, goaltending, etc.”
- “Improve marketing efforts to attract new, diverse families within our community to our association.”





Questions?

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