

Framework for Board Strategic Plan Governance

Dimension	Rationale	Sample Guiding Questions
Inputs	Inputs are resources (e.g. FTE, funding, etc.) that are allocated a goal. Strategically, inputs represent the Board’s investment into its mission and vision. While the entire budget represents the Board’s investment, the allocation of resources to specific strategic goals is a matter of importance to the Board.	<ol style="list-style-type: none"> 1. What is the vision for your plan/department? 2. Are current resources (e.g. staffing) sufficient for this initiative? 3. What resources are needed to improve progress in this area? 4. How sustainable is this plan? 5. Does this support our organizational culture?
Processes	Processes are the actual tasks (e.g. Strong Start implementation plan) undertaken by staff, and is manifested the implementation designs for various projects. While this is the work of staff, it is important for the Board to understand the rationale and philosophy that underpins the various processes utilized by staff to accomplish strategic goals.	<ol style="list-style-type: none"> 1. What is your theory of change? How did you arrive at this? 2. Tell us about how you designed your implementation plan? 3. How are you building the capacity of your staff to do this work? 4. What external environmental factors impacted this work? How have you had to adapt your plan based on these factors? 5. What are the biggest challenges you face in implementing your plan?
Outputs	Outputs are the product (e.g. the number of Strong Starts in operation) of the inputs and the process, and is ultimately measured by project completion. Successful outputs are strong indicators of improved organization outcomes.	<ol style="list-style-type: none"> 1. What were the successes related to this project? 2. What actions have you considered to address this area? 3. How are you monitoring progress in the various areas? 4. What makes you think this will improve outcomes (e.g. student learning)? 5. What risks to the organization exist as we continue to address this area? How might these risks be mitigated?
Outcomes	Outcomes are short to long term consequences (e.g. more students come to kindergarten ready to learn) of the outputs, and are the ultimate measure of the organization’s investments. Outcomes are measured by Key Performance Indicators (KPI) associated with each strategic goal. The Board’s must pay careful attention to organizational outcomes, even though they are sometimes slow to materialize in our sector.	<ol style="list-style-type: none"> 1. Are the measures indicative of your expected results? 2. What other evidence validates this success? 3. What steps will be taken to ensure that this improvement is sustainable? 4. How is this success being celebrated? 5. How will this be communicated to the stakeholders?