



Northwest (HHS Region 10)

**PTTC**

Prevention Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration

## Enhanced Prevention Learning Series Title: Organizational Elements of Effective Coalitions

### Session 5: Goal Directedness

---

# Session #5 Prep Packet





## SESSION #5 PREP PACKET CONTENTS

---

This prep packet contains the following. Please review these items prior to Session #5 on Thursday, February 6<sup>th</sup>.

- Session #5 Assignment Instructions
- Session #5 Agenda
- Session #5 PowerPoint slides
- Strategic Planning Process
- Personal Mission Statement
- Shape-Up Reflection Activity

## SESSION #5 ASSIGNMENT INSTRUCTIONS

---

Session 5 Learning Objective: Demonstrate the importance and key elements of group goal directedness.

Prior to the lesson on Goal Directedness, please be prepared to discuss the following utilizing the Shape-Up Reflection Activity, and complete the Personal Mission Statement Activity:

1. Complete the section(s) of the Coalition Organizational Annual Report template entitled:
  - *Our Mission Statement* found on page 1, and
  - *Our Anticipated Outcomes* found on page 4.
2. Please read: The Ohio State University – *Coalition Goal Setting*, located at <https://ohioline.osu.edu/factsheet/CDFS-8>
3. Please read: Coalitions Work – *The Strategic Planning Process*, located towards the end of the packet, or at <http://coalitionswork.com/wp-content/uploads/THE-STRATEGIC-PLANNING-PROCESS.pdf>
4. Please watch: Exploring Program Logic, located at <https://www.youtube.com/watch?v=XgdZkQbMLBY>
5. Please complete: Your Personal Mission Statement, located at the end of the packet.
6. Please complete: The Shape-Up Reflection Activity, located at the end of the packet.
7. Be prepared to discuss and bring any questions and/or challenges you are facing with goal-setting.



## Session 5: Goal Directedness

### Participant Agenda

Agenda Topic	Content
<b>Welcome Back!</b>	<ul style="list-style-type: none"><li>• Revisit concepts from Session 4</li><li>• Outstanding questions from previous session</li></ul>
<b>Setting the Stage</b>	<ul style="list-style-type: none"><li>• Review objectives and session 5 agenda</li><li>• Discuss goal setting for coalitions</li><li>• Review reading assignments &amp; exercise</li></ul>
<b>Goals</b>	<ul style="list-style-type: none"><li>• SMART approach to goal-setting</li></ul>
<b>Mission Statements</b>	<ul style="list-style-type: none"><li>• Structure and examples</li><li>• Differences between mission and vision statements</li></ul>
<b>Logic Models</b>	<ul style="list-style-type: none"><li>• Structural elements</li></ul>
<b>Outcomes</b>	<ul style="list-style-type: none"><li>• Elements</li><li>• Template</li></ul>
<b>Strategic Planning</b>	<ul style="list-style-type: none"><li>• Bringing all of the goals together</li></ul>
<b>Final Review &amp; Wrap Up</b>	<ul style="list-style-type: none"><li>• Review next homework assignment</li></ul>





Northwest (HHS Region 10)

**PTTC**

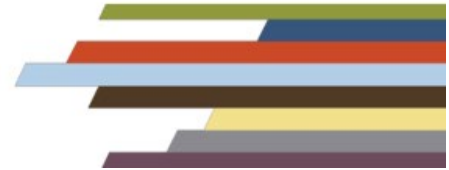
Prevention Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration



Northwest (HHS Region 10)

**PTTC**

Prevention Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration



# Enhanced Prevention Learning Series:

## Organizational Elements of Effective Coalitions: Goal Directedness

Series Facilitator: Phyllis Law



Region 10: 2/6/20  
Session 5





## Session Dates



- Session 1 – January 9, 2020: Zoom/Introduction
- Session 2 – January 16, 2020: Diverse Community Sectors
- Session 3 – January 23, 2020: Key Leader Engagement
- Session 4 – January 30, 2020: Member Engagement
- Session 5 – February 6, 2020: Goal Directedness**
- Session 6 – February 13, 2020: Effective Meetings
- Session 7 – February 20, 2020: Coalition Landscape & Review

## Today's Objective:

Demonstrate the importance and key elements of group goal directedness

- Goal setting
- Mission/Vision Statements
- Logic Models
- Outcomes
- Strategic Planning



Reflect on last week's lesson....

## Why are we part of this coalition?



## Assignment Review

### Personal Mission Statement

Read: The Ohio State University – Coalition Goal Setting  
Coalitions Work – The Strategic Planning Process

Video: Exploring Program Logic





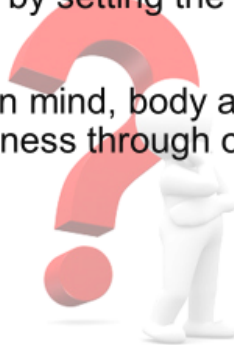
**ENHANCED PREVENTION**  
**LEARNING SERIES**



**ENHANCED PREVENTION**  
**LEARNING SERIES**

## Mission Statements

1. "We ignite opportunity by setting the world in motion."
2. "To refresh the world in mind, body and spirit. To inspire moments of optimism and happiness through our brands and actions."
3. "Spread ideas."





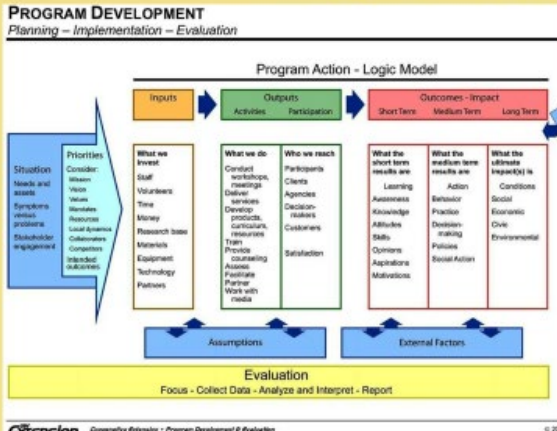
**ENHANCED PREVENTION  
LEARNING SERIES**

# Logic Models

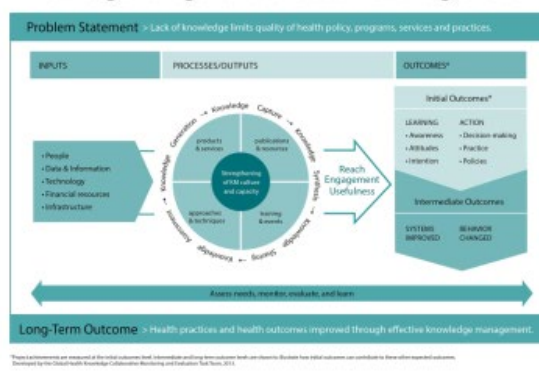
COMPONENTS	DEFINITIONS
<b>Inputs</b>	Resources that include the human, financial, organizational, and community resources a program has available to direct toward doing the work.
<b>Activities</b>	Are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results.
<b>Outputs</b>	Are the direct products of program activities and may include types, levels and targets of services to be delivered by the program.
<b>Initial Outcomes</b>	Are the specific changes in the program participants' behaviors, knowledge, skills, status and level of functioning. Short-term outcomes attainable within 1-3 years.
<b>Intermediate Outcomes</b>	Are the specific changes in the program participants' behaviors, knowledge, skills, status and level of functioning. Short-term outcomes attainable within 4-6 years.
<b>Long-term Outcomes or Impact</b>	Is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7-10 years.
<b>Formative Evaluation</b>	Evaluative activities undertaken to furnish information that will guide program improvement.
<b>Summative Evaluation</b>	Evaluative activities undertaken to render a summary judgement on certain critical aspects of the program's performance, for instance, to determine if specific goals and objectives were not met.

**ENHANCED PREVENTION  
LEARNING SERIES**

# Logic Model Examples



**Knowledge Management for Global Health Logic Model**





## Outcome Statements

Well written outcome statements include the following components:

1. Desired change (i.e. increase or decrease)
2. Type of change (i.e. knowledge, attitude, skill, behaviors)
3. Population for change (i.e. whom to change?)
4. Instrument measuring change (i.e. what measurement instrument?)
5. Timeline for change (i.e. by when?)

## Outcome Statements Template

To significantly increase/decrease (circle one) _____	
	What?
for _____	as measured by _____
Whom?	What instrument?

**NOTE:** Do not forget "BY WHEN"



## Strategic



1. **Introduction:** Need for a strategic plan and how plan was developed
2. **Environmental scan:** Organizational history, structure, strengths and weaknesses; external environment, pertinent data, opportunities and threats
3. **Organizational values, vision, and mission**
4. **Goals, priorities and planned strategies**
5. **Monitoring/Review:** Monitored progress; plans for review and refinement
6. **Annual plan**
7. **Attachments:** Environmental scan and other supporting information

## Questions?



Next week:

### ***Keys to Efficient Meetings and Successful Group Development Learning Objective***

Learning Objective

Describe the elements of efficient meetings and group development

Assignment Review



## THE STRATEGIC PLANNING PROCESS

1. **Conduct an environmental scan.** Review your organization's strengths and weaknesses. Reflect on the community and broader environment in which your organization operates to identify the opportunities and threats that it faces. Determine the community's assets and needs, specifically those of current/potential populations that you'll try to reach.
2. **Identify key issues, questions, and choices to be addressed.** Specify "strategic issues" that your organization should address and set priorities in terms of time or importance. Strategic issues emerge from the data and environmental scan.
3. **Define or review the organization's values, community vision, and mission.** Reach consensus on why the organization exists, what goals or outcomes it seeks to achieve, what it stands for, and whom it serves. Begin your strategic planning by agreeing on the following:
  - **Organizational core values or operating principles** – those beliefs/principles that guide the organization - these are shared, strongly held, and not easily changed.
  - **Community Vision** – the vision for your community - an image of what it would be like if your values were shared and practiced by everyone.
  - **Mission** – the stated purpose for your organization's existence; the contribution it promises to make to help accomplish the community vision.
4. **Transform the vision and mission into a series of key goals for your organization**
5. **Agree upon key strategies to address strategic issues and reach goals.** The emphasis should be on broad strategies, including current/new collaborative approaches that are related to specific goal(s). The process requires that you look at where the organization is now, where its vision and goals indicate it wants to be, and identify strategies to get there. Specific criteria for evaluating and choosing among strategies should be agreed upon, such as the following:
  - **Value and Appropriateness** – Is the strategy consistent with your organization's mission, values, operating principles, and agreed-upon goals?
  - **Feasibility** – Is the strategy practical given current personnel, financial resources and capacity?
  - **Acceptability** – Is the strategy acceptable to your stakeholders?
  - **Cost-benefit** – Is the strategy likely to lead to benefits that justify time, costs and other resources?
6. **Create an annual action plan that addresses goals and specifies objectives/work plan.** Once long-term elements of your strategic plan have been developed, create a specific work plan for implementation. Its strategies should reflect current organizational/environmental conditions. Objectives should be measurable and time-based. Under these or other agreed- upon criteria, strategies can be evaluated, prioritized and chosen.
7. **Finalize a written strategic plan that summarizes your decisions.** Be sure to include the outputs of each major step.
8. **Build in procedures for monitoring and modifying strategies.** Monitor the progress towards goals, objectives and strategies and revise your plan based on progress made, obstacles encountered and the changing environment. Acknowledge and take advantage of unexpected changes, such as more sympathetic elected/appointed officials, economic improvements, and changes in funder priorities or the priority population.

Adapted from Mosaica, 2001. Accessed February 21, 2012 at

[http://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/mosaica\\_10\\_steps.pdf](http://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/mosaica_10_steps.pdf)



## **STRATEGIC PLAN FORMAT**

- I. INTRODUCTION:** Need for a strategic plan and how plan was developed.
- II. ENVIRONMENTAL SCAN:** Organizational history, structure, strengths and weaknesses; external environment, pertinent data, opportunities and threats
- III. ORGANIZATIONAL VALUES, VISION, AND MISSION**
- IV. GOALS, PRIORITIES AND PLANNED STRATEGIES**
- V. MONITORING/REVIEW:** Monitored progress; plans for review and refinement
- VI. ANNUAL PLAN** (may be prepared separately)
- VII. ATTACHMENTS:** Environmental scan and other supporting information





## Your Personal Mission Statement

1. Begin by considering both who you are, and who you want to become.
2. Write down what is most important to you, what you want your legacy to be, and what you are most passionate about. If this is difficult, visualize what you hope your life will look like at the end of your career path.
3. Dream big and take time to articulate your biggest goals, rather than writing down restricting and short-term plans.
4. Ask peers or mentors what they consider your biggest strengths to be, and consider what makes you exceptional compared to others of similar expertise.
5. Consider what kind of mark you want to leave on the world, and how your skills can help you achieve that.
6. Keep it short. If necessary, try a writing exercise in which you write down only five words that describe you and your purpose, then two, then one. Use these words as inspiration for your mission statement.
7. Be true to yourself -- make sure your mission statement accurately reflects your biggest passion and what you truly believe your long-term purpose to be.

### Personal Mission Statement Template

Your personal mission statement will be unique to you, and doesn't need to follow any traditional format. However, the task can seem daunting, so below is a template to inspire you and get you started.

To \_\_\_\_\_ by  
[what you want to do]

\_\_\_\_\_ so  
[how you'll do it]

that \_\_\_\_\_.  
[what impact you hope to make].

Example -- *"To serve as a leader by encouraging innovation and forward-thinking so that my employees can create technology that will improve the lives of those in developing countries."*








## Shape-Up Reflection Activity

### ACTIVITY INSTRUCTIONS

Provide answers to each of the questions and be prepared to share your thoughts with the group.

Questions	Your Reflections
 <p><b>What are 2-4 things that “square” with your beliefs about the reading/activity?</b></p>	
 <p><b>What are 3 points you want to remember about the reading/activity?</b></p>	
 <p><b>What 1 question is still circling in your mind about the reading/activity?</b></p>	

