**STRATEGIC PLAN yyyy / yyyy**

1. **DIAGNOSIS AND CHARACTERIZATION OF (NAME OF THE ENTITY)**

* 1. **General and sectoral external environment - introduction**
     1. **General[[1]](#footnote-1)**

(…)

* + 1. **Sectoral[[2]](#footnote-2)**

(…)

* 1. **General and sectoral external environment – threats, opportunities and critical factors of success**
     1. **Threats[[3]](#footnote-3)**
        1. (…)
        2. (…)
     2. **Opportunities[[4]](#footnote-4)**
        1. (…)
        2. (…)
     3. **Critical factors of success[[5]](#footnote-5)** 
        1. (…)
        2. (…)
  2. **Internal environment - introduction[[6]](#footnote-6)**

(…)

* + 1. **Resources**
       1. **Premises[[7]](#footnote-7)**

(…)

* + - 1. **Equipment[[8]](#footnote-8)**

(…)

* + - 1. **Organizational structure / Functional organization[[9]](#footnote-9)**

(…)

* 1. **Internal environment - strengths and weaknesses**
     1. **Strengths[[10]](#footnote-10)**
        1. (…)
        2. …
     2. **Weaknesses[[11]](#footnote-11)**
        1. (…)
        2. (…)

1. **MISSION, VISION AND VALUES**
   1. **Mission[[12]](#footnote-12)**

(…)

* 1. **Vision[[13]](#footnote-13)**

(…)

* 1. **Values[[14]](#footnote-14)**

(…)

1. **STRATEGIC OBJECTIVES[[15]](#footnote-15)**
   1. (…)
   2. …………………………………………………………..
2. **PLANNING MATRICES[[16]](#footnote-16)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGIC OBJECTIVES** | **MEASURES / ACTIONS** | **RESPONSIBLE** | **SCHEDULE** | **INDICATORS** |
|  |  |  |  |  |
| ……………………….. | ……………. | ……………………. |
|  |  |  |  |
|  |  |  |  |

Place, date

THE BOARD

1. Indicate external factors that can have an influence on the development of the organization. These are factors which are not specific to the educational sector, that can also influence other sectors. That is the case, for instance, of public financial politics. [↑](#footnote-ref-1)
2. Indicate external factors that can have an influence on the development of the organization. These are factors which are specific to the educational sector. That is the case of political educative measures. [↑](#footnote-ref-2)
3. These can be general or sectoral and are a consequence of the previous point (a.). For example, the present public financial politics can represent a threat. [↑](#footnote-ref-3)
4. These can be general or sectoral and are a consequence of the previous point (a.). For example, the Confirmation of the Resilience and Recovering Plan (RRP) can represent an opportunity. [↑](#footnote-ref-4)
5. These are a consequence of the previous points (i. and ii.). For example, the Reinforcement of IPTrans in the transports and logistics vocational education and training, with the courses of Road Transport Vehicles Driver and Aerodrome Safe and Emergency. [↑](#footnote-ref-5)
6. Introdutory comments. [↑](#footnote-ref-6)
7. Here, we identify the premises as a relevant tool for the success of the organization in its activities. [↑](#footnote-ref-7)
8. Here, we identify the equipments and furnitures as relevant tools for the success of the organization in its activities. [↑](#footnote-ref-8)
9. Here, we identify the human resources (number, competencies and responsibilities) and their relevance for the success of the organization in its activities. [↑](#footnote-ref-9)
10. These are a consequence of the previous point (i.). For example, being the only vocational school in Loures Municipality, able to receive up to 300 students, represents a strength. [↑](#footnote-ref-10)
11. These are a consequence of the previous point (i.). For example, having a structural debt, due, namely, to the building of the new premises without full payment of the expected support, represents a weakness. [↑](#footnote-ref-11)
12. The mission is what we are “compelled” to do. It gives a first overview on what we aim, with the educative action. [↑](#footnote-ref-12)
13. This is where we aim to be or to reach whit our educational project. [↑](#footnote-ref-13)
14. Here, we reffer our philosophy, our ligths that helps us not to deviate from our road… Words/concepts. Not sentences. [↑](#footnote-ref-14)
15. These are not actions but goals that will define the actions that we will implement. They are the result of all that is previously said, but mainly of the critical factors of success and the strenghts and weaknesses. [↑](#footnote-ref-15)
16. With this table, we can easily see the connection between the strategic objectives and the actions to implement them. We also clarify the responsibles, define the schedule and the indicators, to be able to measure the (in)success of the implementation of the actions. [↑](#footnote-ref-16)