

**MANAGEMENT
OBJECTIVE**[Return to Table of Contents](#)

Articulate broadly, yet concisely, the purpose, intent, and beneficiaries of entity operations while remaining consistent with the expectations of applicable governing bodies.

BACKGROUND

Establishing the agency's mission statement is one of many steps in the strategic planning process now required for Texas state agencies (Vernon's Texas Code Annotated, Article 6252-31; original enactment H.B. 2009; recodified at *Government Code*, Sections 2056.001 - 2056.010). Mission statement development is a continuous process based upon ongoing assessment of the entity's internal and external policy environment. Specifying the entity's mission is a key responsibility of a board, commission, or other executive management body.

While a mission statement is typically found at the macro level, any operational or administrative level should consider developing and periodically evaluating its own mission statement to assess and specify the purpose for its existence.

Auditors should review the modules on Policy Environment and Strategic Planning in conjunction with using this module.

**DEFINITIONS
(in alphabetical order)**

Beneficiaries are those individuals who routinely associate with or are directly affected by entity activities. This includes both clients served or regulated by the entity and entity employees. Beneficiaries are a subset of stakeholders.

Goals are general statements of purpose that establish the direction for a component of the mission. Goals may have multiple objectives.

Mission statements are broad statements of purpose that establish the reason and focus for the entity's existence. The entity's mission statement should also reflect the expectations of applicable governing bodies as codified in enabling legislation or other rules and regulations.

Objectives are clear targets for specific actions. Objectives are more detailed than goals, have shorter time frames, and are measurable, quantifiable, and achievable.

Stakeholders are all parties who have an interest in or are affected by the entity's existence and operations.

Strategies are methods to achieve goals and objectives. Strategies are the means for transforming inputs into outputs and outcomes and should allocate the use of budgetary, human, and other resources.

OVERVIEW OF THE PROCESS

The basic phases of the mission development and analysis process are:

- **Review enabling legislation and other applicable rules and regulations.**
- **Obtain information from the policy environment assessment process.**
- **Create a mission statement and disseminate it, in writing, throughout the entity.**
- **Align and adjust entity goals, objectives, strategies, operations, and outcomes with the mission statement.**
- **Periodically review the information received from the policy environment assessment process to determine if the mission aligns with the current assessed needs of the entity and its beneficiaries; adjust the mission accordingly.**

Omissions and variations in the above process may occur, depending on the pre-existence of a mission statement and the scope and level of operations addressed in such mission statement.

PROCEDURES

Suggested procedures, organized according to the elements of a finding, are listed below. They should be expanded or tailored to fit the specific entity being reviewed.

Note: The following procedures and the process described above are normative, rather than prescriptive. That is, they represent "average" or baseline thinking since they assemble information which repeatedly appeared in the various resources used to prepare this module. Do not be too hasty or literal in applying a given criterion or procedural step to a specific entity. While omissions or variations may be obvious, judgment must still be used to determine whether such omissions or variations are material.

Review criteria:

Specific criteria

The criteria related to the basic phases of the mission development and analysis process are as follows:

Review enabling legislation and other applicable rules and regulations

Enabling legislation documents the statutory foundation for the entity's existence and operations. Before a mission statement can be written, the composers must review the legislation to determine why the State created (and funded) the entity.

The entity must properly interpret and translate its statutory mandate into a reasonable, obtainable mission, goals, and objectives to meet the identified needs addressed in the statutes. The entity should provide only those services necessary to fulfill its statutory mandates and provide these services at the lowest possible cost (Texas Sunset Advisory Commission, pp. 2-5, 1983).

Sources of relevant statutory information include *Attorney General Opinions*, *Code of Federal Regulations*, *Federal Register*, *General Appropriations Act*, *Texas Administrative Code*, *Texas Register*, *United States Code*, Vernon's Texas Civil Statutes, Vernon's Texas Code Annotated, and Vernon's Texas Statutes Annotated.

Obtain information from the policy environment assessment process

Review policy environment assessment for information on:

- the entity's risk exposure -- difficulties and pitfalls in implementing programs
- the needs of beneficiaries
- the demand for services
- significant strengths, weaknesses, opportunities, and threats

For further information on policy environment assessment, see the [Policy Environment](#) module.

Create a mission statement and disseminate it, in writing, throughout the entity

The entity's mission is its reason for existence. The mission statement identifies what the entity does, why and for whom it exists, and the nature and scope of its unique contribution. It provides the foundation for the entity's strategic plan.

The enabling legislation, the policy environment assessment, and any applicable and adopted state goals should be the bases for creating the mission statement. The mission statement is usually written by the board of directors, the entity's commissioners, or executive management.

The mission statement should be clearly understandable to the public and should, at a minimum, answer the following questions:

- Who are we as an organization and whom do we serve?

- What are the basic purposes for which we exist?
- What basic problems are we established to address?
- What makes our purpose unique?

The mission statement should be simple, clear, and direct. The mission statement guides the actions of entity personnel (Drucker, pp. 3-5).

The mission statement should have the following characteristics (Carver, pp. 65-67):

- **Results terminology:** The mission should be stated in terms of the desired change (outcome).
- **Brevity:** The mission statement should be brief.
- **Horizontal integration:** The mission should reflect an awareness of and communication with the entity's external (policy) environment.
- **Ubiquity:** The mission statement should be disseminated throughout the entity. All personnel should know and understand the entity's mission. All entity employees should be able to identify their specific working relationship to the defined mission.
- **Vertical integration:** The mission should be the theme and mainstay of the organization. All departments, programs, jobs, and objectives of the entity should be tied to the mission.

Where applicable and practical, the mission statement should be developed with employee input from all levels of the entity.

Align and adjust entity's goals, objectives, strategies, operations, and outcomes with the mission statement

Determination of an entity's goals, objectives, and strategies is an outcome of the planning process. The mission statement starts this process by showing the planners "where to go." Then the entity can determine more specifically what it wants to accomplish (goals and objectives), how it wants to go about accomplishing those goals and objectives (strategies and operations), and how it can evaluate results (outcomes and measures).

New programs should evolve rationally in mission terms, be based on priority needs, be supported by entity mission analysis and clearly defined objectives, and include a search for alternative solutions. Managers should have mechanisms to track and measure the contribution of individual program elements to mission accomplishment (Holman, p. 361).

An integral part of the planning process is to review the entity's goals, objectives, and strategies to maintain their alignment with the entity's mission. If the goals, objectives, and strategies are not in alignment with the mission and the mission statement is still valid (according to the environmental assessment), then the goals, objectives, and strategies must be adjusted.

For further details on this step, see the [Strategic Planning](#) and [Performance](#)

Measures modules.

Periodically review the information received from the policy environment assessment process to determine if the mission aligns with the current assessed needs of the entity and its beneficiaries; adjust the mission accordingly

The mission statement should be periodically reviewed and, if necessary, revised. The policy environment should be scanned regularly as part of the entity's evaluation of its mission and strategic planning process. If the scanning determines significant changes in the policy environment or customer needs, the mission should be reevaluated for accuracy and relevance. Changes in the policy environment may also require adjustment of the entity's plans. In other words, mission development is an ongoing process. For further details on this step, see the Policy Environment module.

**Assess Condition:
Determine the actual
processes used**

Conduct interviews, observe operations, and identify and collect available documentation in order to gain an understanding of the entity's actual mission development and analysis process and controls. Included in the actual process are both official/unofficial and formal/informal processes and controls. An official process may exist even if it is not documented. Possible procedures include, but are not limited to:

- Determine where the mission development and analysis process resides in the entity, who participates in the process, and how the participants are selected.
- Obtain and review any manuals, policies, and forms that could document any phase of the mission development and analysis process, including its relationship to entity goals, objectives, strategies, and plans.
- Determine if and how management consciously selects and employs the assumptions, criteria, methods, processes, and techniques used in the mission development and analysis process. Obtain and review available documentation on the assessment of risks, costs, and benefits.
- Establish the nature and scope of the relationship between assessment of the policy environment and development of the mission statement.
- Obtain information on the process the entity uses to develop, review, and evaluate its mission to ensure its continued alignment with rules, regulations, customer needs, resource constraints, enabling legislation, and operational requirements.
- Determine and document the level of employee input into the development of the mission statement, as appropriate.
- Obtain the entity's strategic plan. Determine if a process exists for aligning the entity's goals, objectives, strategies, and operations with the entity's mission.

In addition to gaining an understanding of the actual process, also try to find out:

- how the participants view the actual process
- what parts of the process they see as successful or unsuccessful and why
- what they think is important about the process and why

This information may help identify causes and barriers.

Determine the strengths and weaknesses of the actual process

Using the tailored criteria, the understanding of the entity's process gained above, and the procedures in this section, analyze the actual process to determine if it:

- is designed to accomplish the management objective (this module, page 1)
- has controls that provide reasonable assurance that the process will work as intended
- is implemented and functioning as designed
- is actually achieving the desired management objective(s)

Suggested procedures for each of these four analysis steps are detailed below. In executing these procedures, remember to identify and analyze both strengths and weaknesses.

Identify and review the steps in the actual process to determine if the process is designed to accomplish the management objective(s). Possible procedures include, but are not limited to:

- Determine if all major steps in the criteria are included in the actual process. If steps are missing, determine if their absence is likely to have a materially negative effect on mission development and analysis at the entity you are reviewing.
- Determine if all the steps in the process appear to add value. If there are steps that do not appear to add value, try to get additional information on why they are included in the process.
- Review the order of the steps in the process to determine if it promotes productivity.
- Review the level of technology used in the process to determine if it is up-to-date and appropriate to the task. Besides computer, electronic, communications, and other mechanical technology, you should also consider what kinds of management technology are used (Gantt charts, process maps, decision matrices, etc.) See the module on [Problem-Solving and Decision-Making](#) for more information.

Identify the controls over the process to determine if they provide reasonable assurance that the process will work as intended. These controls should be appropriate, placed at the right point(s) in the process, timely, and cost effective. Possible procedures include, but are not limited to:

- Draw a picture of the process, the controls, and the control objectives (see the graphic of the procurement process in the [Introduction](#) for an example). Flowcharts of the mission development and analysis process can help identify inputs, processes, and outputs.
- Determine if the control objectives are in alignment with the overall management objective(s) (this module, page 1).
- Identify the critical points of the process (i.e., those parts of the process most likely to determine its success or failure or expose the entity to high levels of risk) and the controls related to them. Consider whether the controls are:
 - in the right location within the process (input, operations, output)

- timely (real time, same day, weekly, etc.)
- Compare the cost of the control(s) to the risk being controlled to determine if the cost is worth the benefit.
- Determine what controls are in place for monitoring and evaluating the overall effectiveness of the mission development and analysis process and making sure that changes are made in the process if it does not yield the desired results.
- Identify, describe, and assess the process used to gather input from employees who might reasonably discover flaws in the mission development and analysis process.
- Identify controls in place to ensure that information obtained from scanning the policy environment is used in the periodic review and ongoing development of the mission statement.
- Determine how management changes the mission development and analysis process if the process proves inefficient or ineffective.
- Identify controls in place to ensure that the entity's goals, objectives, strategies, and operations align with the entity's mission statement.
- Identify the mechanisms used by entity managers to track and measure the contribution of individual program elements to realization of the entity's mission.
- Examine the nature, scope, and effectiveness of the controls used to ensure that mission development and analysis are ongoing, thorough, and timely. (If controls are at the end of the process, they may not be as effective in ensuring ongoing, thorough, and timely mission development and analysis.)

Review observations, interviews, documentation, and other evidence and design specific audit procedures as needed to determine if the process and/or the controls have been implemented and are functioning as designed. Depending upon the objectives of the project, these procedures may include both tests of controls and substantive tests, more information on which is found in *The Hub*, p. 2-B-8, ff. Possible procedures include, but are not limited to:

- Determine if any evidence of management override exists.
- Walk through the actual process, i.e., follow a transaction through the people and documents involved, and compare to the official process.
- Obtain and review the entity's enabling legislation. Identify the legislative intent for the entity. Look for any other legislation (riders, rules, and regulations) that are applicable. Determine if the mission statement accurately and adequately reflects the state needs identified in these documents.
- Review the mission statement for appropriateness and clarity.
- Determine if entity personnel know and understand the mission statement and how their jobs contribute to its accomplishment.
- Obtain and review the entity's strategic planning documents. Determine if objectives, goals, and strategies established by these documents reflect the essence of the mission statement.

- Determine if existing entity programs are consistent with the entity's mission. Some programs may have their own mission statement which should align with the entity's overall mission.
- Obtain and review the relevant Legislative Budget Office's *Agency's Assessment of Agency Performance Based on the Key Performance Target Quarterly Report*.
- Interview the entity's beneficiaries, interested legislators, staff from the Legislative Budget Office and Texas Sunset Advisory Commission, and other stakeholders, as appropriate, for their perception of the entity's mission and its efficacy in meeting the mission.
- Determine how frequently the mission statement is analyzed and when it was last reviewed or updated.

Review and analyze any reports used by the entity to monitor the outcome(s) of the mission development process and/or any other information available to determine if the process is actually achieving the desired management objective(s) (this module, page 1). Possible procedures include, but are not limited to:

- Analyze process reports over time for trends.
- Discuss any apparently material negative or positive trends with management.
- Determine if and how management acts upon these trend reports and what changes, if any, were made in the process or controls as a result.

Some process refinements, especially those affecting entity mission, goals, and outcome measures, may need to wait until the next appropriation cycle.

- Review policy environment assessments for changes in the environment that would reasonably impact the entity's mission. Determine if these changes were considered during the entity's mission development and analysis.
- Review the entity's goals, objectives, strategies, and operations to determine if they have changed over the last biennium. If they have changed, determine whether they still align with the entity's mission statement.

Determine causes

Determine what circumstances, if any, caused the identified weaknesses in the mission analysis process. Possible procedures include, but are not limited to:

- Determine if the participants understand their role in the mission development and analysis process.
- If the process occurs at multiple locations, determine the nature and scope of the communication and coordination among them.
- Determine if the relationship between the mission development process and other entity processes is clear. For example, determine if there is a clear linkage between:
 - the policy environment assessment process and the mission development and analysis process
 - the planning process and the mission development and analysis process
- Determine if the mission development and analysis process has adequate human, dollar, time, information, and asset resources. If they appear inadequate, determine if the entity resources have been allocated according to the materiality of the mission development and analysis process relative to other entity processes.
- Determine if the entity has considered using alternative resources such as trade groups, non-profit organizations, academic institutions, or other governmental entities to meet its resource needs.
- Determine if resources available to the mission development and analysis process have been allocated and used in a manner consistent with the importance of that resource to the mission development and analysis process.
- If there are negative trends in the reports used to monitor the outcome(s) of the mission development and analysis process, determine if these reports are communicated to and used by the appropriate parties to modify the process.
- If there are changes in the mission statement, determine if and how these changes are communicated to and used by the appropriate parties.

Determine what internal or external constraints or barriers, if any, must be removed in order to overcome these weaknesses. Possible procedures include, but are not limited to:

- Review the applicable entity, state, or federal laws or regulations to determine if any of them prevent the necessary changes from being made in the process.
- Determine if any key employees are unwilling to change the process and why they are unwilling.

Determine effect

Compare the actual entity process to a recommended alternative process(es) and determine if each weakness in the entity process is material. Alternatives can be developed by using the criteria contained in this module, applying general management principles to the process, using the processes at comparable entities, etc. Materiality can be measured by comparing the dollar cost, impact on services (either quantity or quality), impact on citizens, impact on the economy, risks, etc. of the actual process to the recommended alternative process(es). Measurements can be quantitative, qualitative, or both. Possible procedures include, but are not limited to:

- Identify performance benchmarks (industry standards, historical internal data, other comparable entities, etc.) for the process in question and compare to actual performance. Measure the difference, if possible. Include the cost of additional controls or process changes.
- Estimate the cost of the actual process and the alternative process(es) and compare.
- Estimate the quantity and/or quality of services provided by the actual process and by the alternative process(es) and compare.
- Identify the risks associated with the actual process and with the alternative process(es). Measure and compare the risks.

Develop recommendations

Develop specific recommendations to correct the weaknesses identified as material in the previous section. In developing these recommendations, consider the tailored criteria, kinds of process and control weaknesses identified, causes and barriers, effects, and additional resources listed at the end of this module. Possible procedures include, but are not limited to:

- Identify alternative solutions used by other entities.
- Identify solutions for removing barriers.
- Provide general guidelines as to the objectives each solution should meet; then the entity can tailor the solution to its specific situation.
- Provide specific information, if available, on how each recommendation can be implemented.

RESOURCES**Articles**

Calfee, David L. "Get Your Mission Statement Working." *Management Review* 82:1:54-58, January 1993. Location: The University of Texas, Perry-Castañeda Library (658.05 M311)

Klemm, Mary. "Mission Statements: Selling Corporate Values to Employees." *Long Range Planning* 24:3:73-78, June 1991. Location: The University of Texas, Perry-Castañeda Library (HD 1 L6)

Nash, Laura. "Mission Statements: Mirrors and Windows." *Harvard Business Review* 66:2:155-158, March-April 1988. Location: The University of Texas, Perry-Castañeda Library (HF 5001 H3)

Texas State Auditor's Office. *New Board Members Document*. Austin, TX: Texas State Auditor's Office, June 1993. Location: Methodology Project Information Resources Folders.

Books

Carver, John. "Focusing on Results: Clarifying and Sustaining the Organization's Mission." In *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. San Francisco, CA: Jossey-Bass Publishers, Incorporated, 1990. Location: Methodology Project Information Resources Folders.

Drucker, Peter F. *Managing the Non-Profit Organization: Principles and Practices*. New York, NY: Harper-Collins Publishers, Incorporated, 1990. Location: SAO Library.

Falsey, Thomas A. *Corporate Philosophies and Mission Statements: A Survey and Guide for Corporate Communicators and Management*. New York, NY: Quorum Books, 1989. Location: The University of Texas, Perry-Castañeda Library (HD 58.7 F35 1989)

Governor's Office of Budget and Planning and Legislative Budget Board. *Planning for Texas Tomorrow: Instructions for Preparing and Submitting Agency Strategic Plans for the 1995-1999 Period*. Austin, TX: Governor's Office of Budget and Planning and Legislative Board, December 1993. Location: Methodology Project Information Resources Folders.

Holman, Barry W. "Mission Analysis: A Response to the Taxpayer Revolt." In *Public Budgeting: Program Planning and Implementation*, 4th Edition. Englewood Cliffs, NJ: Prentice-Hall, Incorporated, 1982. Location: The University of Texas, Perry-Castañeda Library (HJ 2052 P8 1982)

Texas State Auditor's Office. *Performance Auditing: An Introduction*. Austin, TX: Texas State Auditor's Office, July 1990. Location: Methodology Project Information Resources Folders.

Texas Sunset Advisory Commission. *Benchmarks: Guidelines for Evaluating Agencies Under Sunset*. Austin, TX: Texas Sunset Advisory Commission, September 1987. Location: Methodology Project Information Resources Folders.

Wall, Bob, Robert S. Solum, and Mark R. Sobol. *The Visionary Leader: From Mission Statement to a Thriving Organization*. Rocklin, CA: Prima Publications, 1992. Location: The University of Texas, Perry-Castañeda Library (HD 57.7 W34 1992)

Data Bases**ABEST (Agency Budgets & Strategic Plans)**

ABEST data are compiled by the Legislative Budget Office and include information on the following:

- budget requests
- input, output, and efficiency measures
- capital expenditures
- budget recommendations
- quarterly and year-to-date performance measures
- classified positions
- entity strategic plans
- statewide strategic plan

ABEST information is maintained dating from 1992 and projecting forward to 1994 and 1995. In-house contacts on ABEST are Dean Duan (4829), Tom Tharp (4912), and Sherry Varnado (4716).

UTCAT (On-Line Catalog of the General Libraries of UT-Austin)

A search of UTCAT using various combinations of "corporate/organization(al) mission (statements)" reveals the following holdings at UT-Austin:

- 24 books
- 46 articles in academic periodicals
- 142 articles in business periodicals

Search parameters used to identify these holdings include:

- S (subject) for books
- S (subject) and SK (subject keyword) for periodicals
- T (title) and TK (title keyword) for books and periodicals
- PT (periodical title) and PK (periodical title keyword) for periodicals

An S (subject) search in the books data base or an SK (subject keyword) search in the periodicals data bases lets you scan all subjects related to mission, such as "mission statements, corporate." This lets you focus the subject of your search away from things like "space mission" or "Mission San Juan."

Regardless of subsidiary data base, a TK (title keyword) search lets you scan bibliographic entries for all books or articles which have some variant of the words "corporate/organization(al) mission (statements)" in their titles.

Note: Books, academic periodicals, and business periodicals are accessed in different subsidiary data bases in UTCAT. While all SAO employees can access the main UTCAT data base, access to the periodicals data bases is limited to holders of current identification or courtesy borrower's cards from either UT-Austin, UT-Dallas, or UT-Pan American.

Human Resources

The following staff members have specialized training or ongoing interest in the development and use of entity mission statements:

Employee	Title/Function
Marcia Carlson Tony Claire Kati George, CIA Michael Gray, CPA, CFE Andrew Knight Jon Nelson, CISA Peggy Wagman, CPA John Young	ATT Team UT-System Audit ATT Team UT-Austin and DPS Audits DPS, TDCJ, and TYC Audits MHMR, TABC, and TDH Audits UTMB Audit MHMR and UT-System Audits
Marcia Carlson Amy Graves, JD Bill Hastings, CPA Babette Laibovitz, MPA Linda Lansdowne, CPA John Swinton Bruce Truitt	Module Writers/Editors
Barbara Hankins, CPA Jeannie Henderson, CPA Randy Townsend, CPA	Reviewers

Periodicals*Executive Strategies*

Published semimonthly by the National Institute of Business Management
Location: SAO Library

Harvard Business Review

Published bimonthly by the Harvard Business School
Location: SAO Library

Journal of Business Strategy

Published bimonthly by Warren, Gorham, and Lamont, Incorporated
Location: The University of Texas, Perry-Castañeda Library (HD 28 J593)

Journal of the American Planning Association

Published monthly by the American Planning Association
Location: The University of Texas, Public Affairs Library (NA 9000 A45)

Long Range Planning

Published monthly by Pergamon Press
Location: The University of Texas, Perry-Castañeda Library (HD 1 L6)

Management Decision

Published quarterly by MCB Publications
Location: The University of Texas, Perry-Castañeda Library (HD 28 M2826)

Management Focus

Published monthly by KPMG Peat Marwick
Location: The University of Texas, Perry-Castañeda Library (HD 28 M362)

Management Review

Published monthly by the American Management Association
Location: The University of Texas, Perry-Castañeda Library (658.05 M311)

Management Solutions

Published monthly by the American Management Association
Location: The University of Texas, Perry-Castañeda Library (HF 5549 A2
S85)

Management Today

Published monthly by the Haymarket Press
Location: The University of Texas, Perry-Castañeda Library (HD 70 G7 M32)

Management World

Published monthly by the Administrative Management Society
Location: The University of Texas, Perry-Castañeda Library (HD 28 M413)

Managerial Planning

Published bimonthly by the Planning Executives Institute
Location: The University of Texas, Public Affairs Library (HD 28 M37)

News and Notes

Published weekly by the National Association of Regional Councils
Location: The University of Texas, Public Affairs (HT 390 N487)

Optimum

Published quarterly by Bureau of Management Consulting (Canada)
Location: The University of Texas, Perry-Castañeda Library (HD 31 O6845)

Planning

Published monthly by the American Planning Association
Location: The University of Texas, Perry-Castañeda Library (HC 101 A57)

Planning Review

Published monthly by the North American Society for Corporate Planning
Location: The University of Texas, Perry-Castañeda Library (HD 28 P57)

Public Management

Published monthly by the International City Management Association
Location: The University of Texas, Perry-Castañeda Library (352.05 C498M)

Public Manager

Published quarterly by Bureaucrat, Incorporated
Location: SAO Library

SAM Advanced Management Journal

Published quarterly by the Society for Advancement of Management
Location: The University of Texas, Perry-Castañeda Library (HD 28 S622)

Sloan Management Review

Published quarterly by the Sloan School of Management, M.I.T.
Location: The University of Texas, Perry-Castañeda Library (HD 28 S56)

Socio-Economic Planning Sciences

Published monthly by Pergamon Press, Incorporated
Location: The University of Texas, Perry-Castañeda Library (309.205 SO13)

State Planning Issues

Published quarterly by the Council of State Planning Agencies
Location: The University of Texas, Public Affairs (HT 392 C685A)

Supervisory Management

Published monthly by the American Management Association
Location: SAO Classification Office

Professional Associations

Academy of Management
Columbia, South Carolina
(803) 777-5969

American Management Association
New York, New York
(212) 586-8100

American Planning Association
Chicago, Illinois
(312) 955-9100

American Society for Public Administration
Washington, D. C.
(202) 393-7878

International Society for Planning and Strategic Management
Oxford, Ohio
(513) 523-4185

National Association of Regional Councils
Washington, D.C.
(202) 457-0710

National Institute of Business Management
New York, New York
(800) 543-2053

Related Modules and Reports

[Organization Structure](#)
[Performance Measures](#)
[Policies and Procedures](#)
[Policy Environment](#)
[Problem-Solving and Decision-Making](#)
[Strategic Planning](#)

SAO Management Control Audits, especially those of DIR, DPS, MHMR, OAG Child Support Enforcement Division, TABC, TDH, The University of Texas at Austin, The University of Texas System, TYC, and UTMB

Training

Strategic Planning
In-house training developed by Beth Arnold and Ronnie Jung
Location of materials: Methodology Project Information Resources Folders