Writing Effective Goals and Objectives

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Training Objective

This training session is designed to assist staff and faculty in developing effective Goals and Objectives for Institutional Effectiveness (IE) plans.
Administrative Unit Planning: Mission Statement

• Your program/department’s IE plan should be structured like an upside-down pyramid
• Begin your plan with the broadest element: mission statement

Reminder – A mission statement is a brief statement of the core values and principles which communicate a sense of purpose and direction
After the mission statement is constructed, goals are developed to turn the mission into statements that communicate desired end-results.

Goals turn broad, long-range concepts (core values/overall purpose) into usable statements that describe what you want to achieve.
Administrative Unit Planning: Objectives

- After goals have been developed, specific objectives are determined to communicate *how* we will pursue our goals.
- Objectives are the specific action steps we need to take to achieve our goals.
GOALS vs. OBJECTIVES

Common ways of describing goals versus objectives:

Goals are broad  Objectives are narrow
Goals are more long-term  Objectives are more short-term
Goals are general intentions  Objectives are precise actions
Goals are often intangible  Objectives are tangible
Goals are abstract  Objectives are concrete
Goals are difficult to measure  Objectives are measurable

Goals are general statements of what we want to achieve.

Objectives are specific, quantifiable, time-sensitive statements of what, how, and when we will achieve something.
<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Something you want to achieve</td>
<td>Actions you need to take to achieve your goal</td>
</tr>
<tr>
<td>Define direction and destination</td>
<td>Steps that get us there</td>
</tr>
<tr>
<td>Where we want to go</td>
<td>How we will get there</td>
</tr>
<tr>
<td>Big picture, long-term</td>
<td>Specific tactics or strategies, short-term</td>
</tr>
</tbody>
</table>

**GOALS**

- **Be healthier**
  - (1 year)
  - Eat more nutritious diet (daily)
  - Eliminate sweets/fatty snacks (6 days/week)
  - Exercise 5 times/week

- **Be debt free**
  - (5 years)
  - Pay off car (extra $/month)
  - Pay off credit cards (extra $/month)
  - Save x amount $/month (to avoid credit purchases)

- **Learn to play piano**
  - (3 years)
  - Purchase/borrow piano (within one month)
  - Take lessons 1hr/week
  - Practice piano 30 minutes/day
Developing SMART Goals/Objectives

S  Specific
M  Measurable
A  Achievable (attainable, action-oriented)
R  Relevant (realistic, reasonable)
T  Time-bound
Using SMART Criteria

• **Specific**
  - The goal/objective is clear and unambiguous
  - State exactly what is expected, who is involved, and how it is going to happen

• **Measurable**
  - We need concrete criteria for measuring progress toward the objective
  - Measuring progress helps us stay on track and make informed decisions

• **Achievable**
  - The goal/objective has to be attainable, reasonable, and manageable
  - Should be neither out of reach, nor below standard for performance

• **Relevant**
  - Goals/objective have to be important
  - Aligned and integrated with mission and other goals
  - The work has to matter!

• **Time-Bound**
  - Goals/objectives need to be grounded in a time frame
  - Commitment to deadlines helps us prioritize and focus
Developing Goals and Objectives for your Unit IE Plan:

- Start with your Mission: what is your overall purpose?
- Next, develop goals based on your mission statement
  - Remember, goals turn the mission into desired end-results
  - Goals state what we want to achieve
  - It is suggested that you have a total 3-5 goals
- Develop specific objectives for each goal
  - Remember, objectives are specific actions/tactics/strategies
  - Objectives answer what, how, and by when
  - For each goal, you should have 3-5 objectives
- Remember, goals/objectives should be SMART
Example

The mission of the OIRE is to promote institutional effectiveness in order to support programs, faculty and staff in achieving the institutional mission.

GOAL:
The Office of Institutional Research and Effectiveness (OIRE) will develop and implement a campus-wide process for Institutional Effectiveness.

Objective 1:
OIRE will work with TTUHSC EP leadership to determine TTUHSC EP organizational structure, divisions, and define units (Spring-Summer 2015).

Objective 2:
OIRE will establish an IE Task Force with representation from all divisions, and organize regular, monthly task-force meetings starting in August 2015.

Objective 3:
OIRE will develop and present a series of workshops and materials to teach IE principles to task force members, and to facilitate and guide members through IE plan development (monthly, starting in September 2015).
Next Steps

• Please use the provided worksheet to develop your unit’s goals and objectives

• Share workshop presentation and materials with colleagues, organize development of goals/objectives in area/division units.

• Submit completed worksheets to OIRE by Friday, November 13

• Next meeting topics:
  • Identifying *Expected Outcomes*
  • Choosing appropriate *Metrics/Measures*