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Office of Institutional Research *and* Effectiveness

Writing Effective Goals and Objectives

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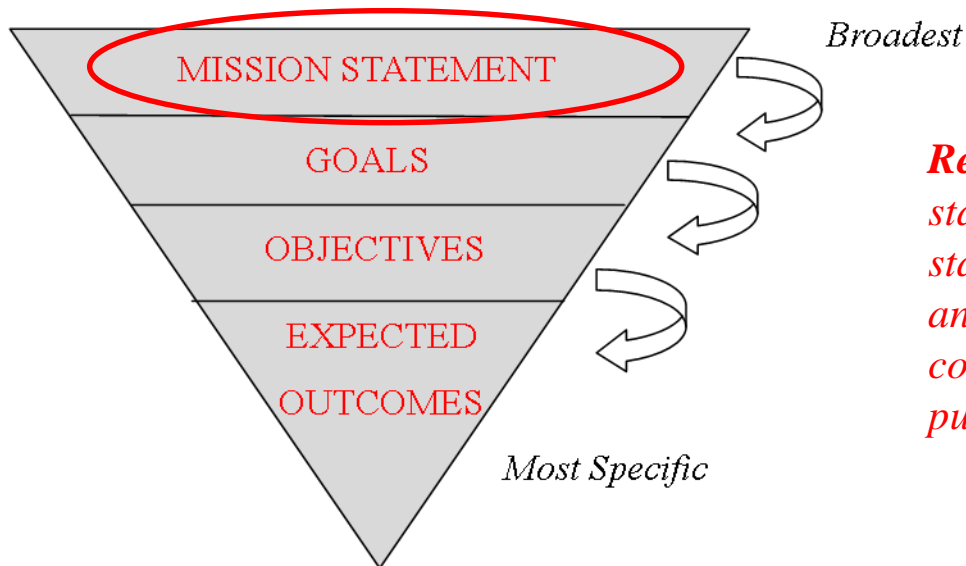


Training Objective

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

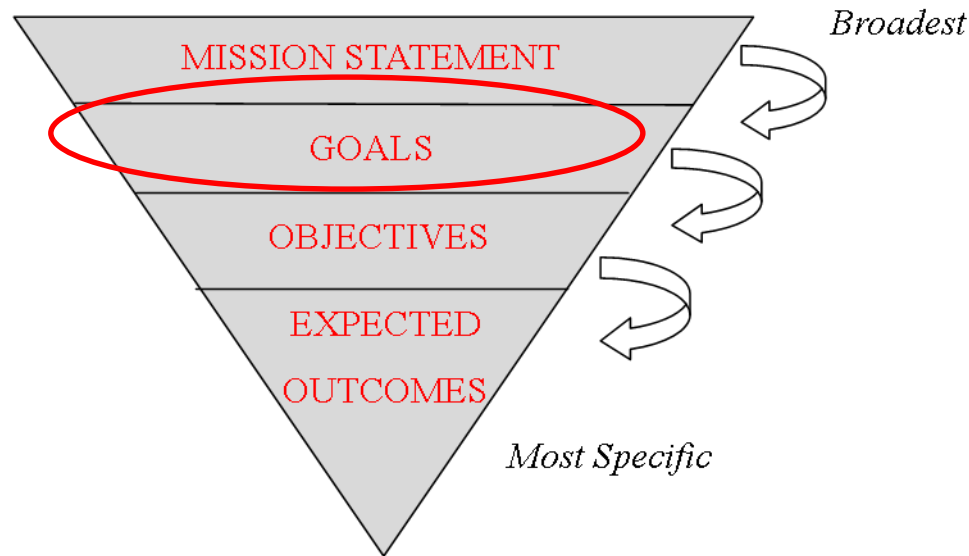


Reminder – A mission statement is a brief statement of the core values and principles which communicate a sense of purpose and direction

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



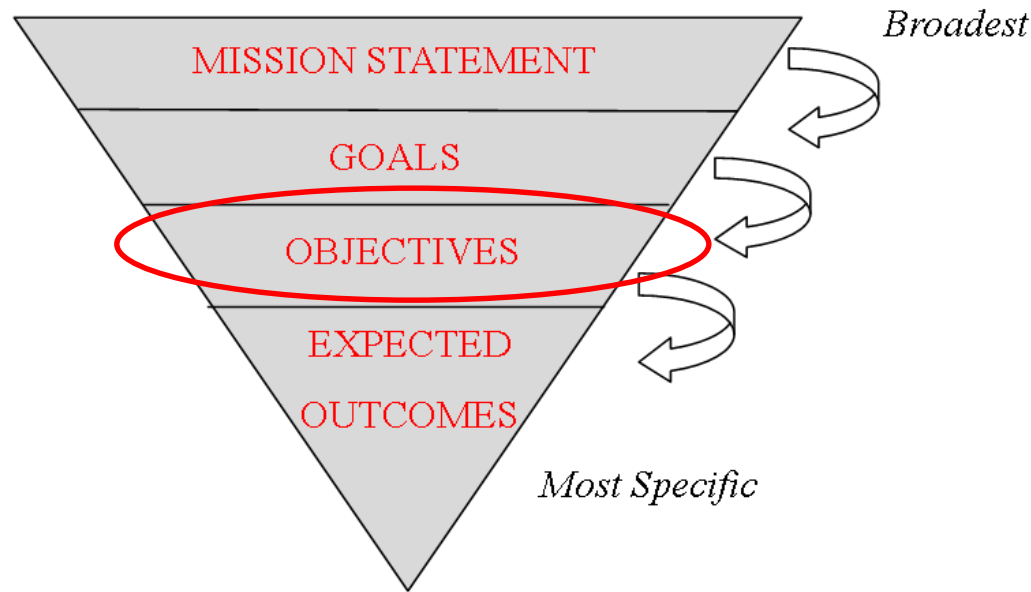
Administrative Unit Planning: Goals



- 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

Goals are more long-term

Goals are general intentions

Goals are often intangible

Goals are abstract

Goals are difficult to measure

Objectives are narrow

Objectives are more short-term

Objectives are precise actions

Objectives are tangible

Objectives are concrete

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.



GOALS vs. OBJECTIVES

GOALS	OBJECTIVES
Something you want to achieve	Actions you need to take to achieve your goal
Define direction and destination	Steps that get us there
Where we want to go	How we will get there
Big picture, long-term	Specific tactics or strategies, short-term
GOALS	OBJECTIVES
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*