Goal Mapping for Support Units

Mapping Unit Goals to Strategic Planning Priorities

Quality Day 2019

Welcome

Learning Outcomes for Today's Workshop:
- Participants will be able to create a map which visually represents the alignment between unit goals and institutional strategic priorities.
- Participants will be able to evaluate their map in order to identify any gaps in alignment.
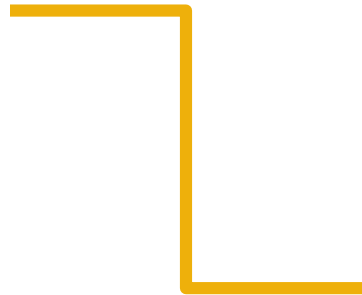
Overview

❖ The value of alignment

❖ Introduction to mapping

❖ Activity 1 – Mapping unit goals to strategic planning priorities

❖ Break

❖ Analyzing the map

❖ Activity 2 – Checking the alignment of assessment methods and actions plus analyzing the map

❖ Using the map

❖ Announcements

What do we mean when we talk about alignment?

What we say we're doing

What we're doing

What natural linkages exist between our work and the work of others?

Strategic Priorities

Goal

Assessment Methods

Actions

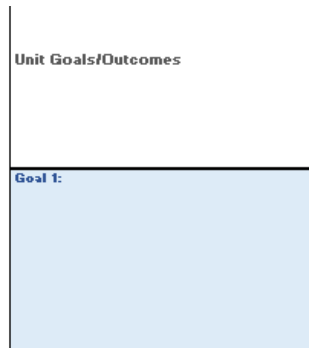# Benefits of alignment

Efficiency

Purpose

Progress

Achievement

Mapping helps us check for alignment and ensure that we have methods in place by which we both deliver and assess our intended goals/outcomes.

Components

- Unit Goals

- Strategic Priorities

- Assessment methods
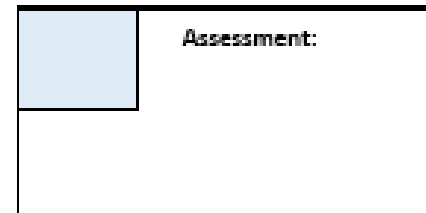
- Actions/Delivery methods

What is a goal?

A goal is considered an observable and measurable outcome that assesses a particular process, service, or experience.

It represents an impact or quality improvement the unit like to see as a result of its actions *(Outcome)*

A goal is NOT <u>what you do</u> but rather the desired *intended effect* of what you do.

Strategic Planning
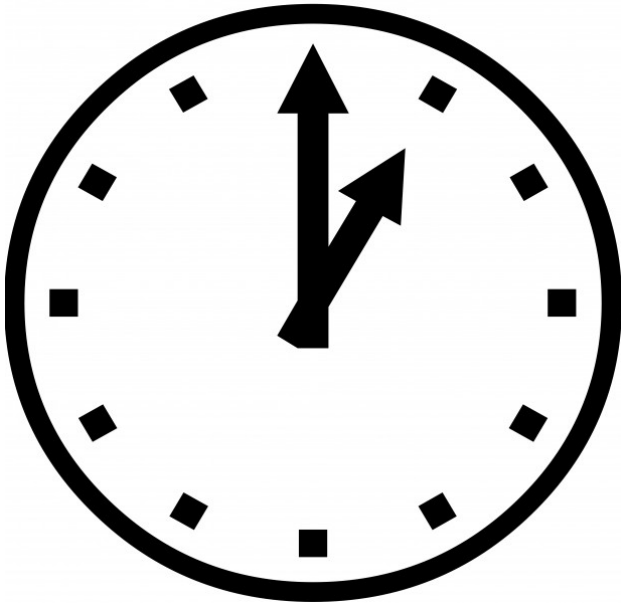
Long term, strategic priorities

Assessment Methods

- Measure the extent to which we're achieving the goal

- What evidence could you provide that you are accomplishing the goal?

Actions/Delivery Methods

- What actions are you taking to support accomplishment of the goal?

Transform Our Operations

The IE area will coordinate submission of the University's IE forms in a timely way

Assessment Methods:
IE Form Submission
Status Table - % submitted

Actions: (1) Weekly status updates; (2) Adoption of a digital system

Create an Inclusive Community

Through encounters with the campus community, the Community Engagement Team will enhance working and social relationships and interactions with student organizations, groups, and individuals

Assessment Methods:
Feedback Questionnaire

Actions: (1) Establish social media accounts; (2) Conduct outreach events

1) **Record your goals on the Y axis (left column)**
2) **The University's strategic priorities and goals appear across the X axis (top row)**
3) **Place an "X" in a cell to indicate where each of your unit's goals aligns with, or maps to, a strategic priority**

Instructions: Record your goals/outcomes in the left column. Match your goals to the University's priorities & goals by placing an "X" where they align with, or map to, each other.

Unit Goals/Outcomes	Student preparedness: • Provide a transformative and experiential education that prepares students for a rapidly changing world • Pursue academic excellence, new and enhanced programs, innovative pedagogies and an engaging environment for learning to increase student retention and success • Collaborate with internal and external partners to increase student research opportunities and career readiness	Elevate research: • Strengthen infrastructure for research and creative activity • Gain distinction as a high research activity institution by identifying and advancing targeted research initiatives • Encourage interdisciplinary and student-involved collaboration	Create an inclusive community characterized by respect and collaboration: • Enhance civility and collegiality of administrators/faculty/staff/students • Recruit, develop and retain diverse students/faculty/staff/administrators • Create occasions for meaningful interactions across the university, including opportunities that enhance global awareness	Align our initiatives to support our unique rural–urban identity: • Serve as the hub for educational opportunities in Northeast Texas • Leverage the assets of the university for the economic, cultural, health and social benefit of the region • Cultivate and strengthen partnerships that serve regional needs	Transform operations to serve the mission of a contemporary university: • Invest in student recruitment, retention, graduation and continued engagement • Increase organizational effectiveness by developing sound business practices that are intentional, collaborative and data-informed • Diversify sources of funding and allocate resources strategically to promote innovation and effectiveness
Goal 1:	X Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:
Goal 2:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	X Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	X Assessment: Action #1: Action #2:
Goal 3:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:	Assessment: Action #1: Action #2:

Strategic Priorities & Goals

Identifying Alignment

- Linkages between
  - Desired outcomes (goals)
  - What is being assessed
  - Actions taken to deliver the desired outcomes (goals)

Think about both the intent of the strategic priority and the specific text of the sub-goals identified.

Be cautious about establishing a connection with too many strategic priorities – think in terms of what you can assess (show evidence of).

Goal: The IE area will coordinate submission of the university's IE Forms in a timely way

Strategic Plan

- Transform our operations to serve the mission of a contemporary university
  - Invest in student recruitment, retention, graduation and continued engagement
  - Increase organizational effectiveness by developing sound business practices that are intentional, collaborative and data-informed
  - Diversify sources of funding and allocate resources strategically to promote innovation and effectiveness

Goal: Through encounters with the campus community, the Community Engagement Team will enhance working and social relationships and interactions with student organizations, groups, and individuals

Strategic Plan

- Create an inclusive community characterized by respect and collaboration
  - Enhance civility and collegiality of administrators, faculty, staff and students
  - Recruit, develop and retain diverse students, faculty, staff and administrators
  - Create occasions for meaningful interactions across the university, including opportunities that enhance global awareness

Challenges to Identifying Alignment

- Does your goal statement truly reflect an outcome, or does it simply describe an action you will take?

- Does your goal statement include multiple outcomes?

- Does your goal reflect a different set of strategic priorities? (for example, state, professional organization, etc.)

Goal 1: Complete mandatory data requests and reports.

Not a true outcome statement

Goal 2: Increase student attendance in order to increase usage of services and promote financial literacy.

Multiple outcomes

Goal 3: Parents will understand the policies and procedures of the program.

Outcome reflects external priorities

1) **Record your goals on the Y axis (left column)**
2) **The University's strategic priorities and goals appear across the X axis (top row)**
3) **Place an "X" in a cell to indicate where each of your unit's goals aligns with, or maps to, a strategic priority**

Instructions: Record your goals/outcomes in the left column. Match your goals to the University's priorities & goals by placing an "X" where they align with, or map to, each other.

Strategic Priorities & Goals

Unit Goals/Outcomes	Student preparedness: • Provide a transformative and experiential education that prepares students for a rapidly changing world • Pursue academic excellence, new and enhanced programs, innovative pedagogies and an engaging environment for learning to increase student retention and success • Collaborate with internal and external partners to increase student research opportunities and career readiness	Elevate research: • Strengthen infrastructure for research and creative activity • Gain distinction as a high research activity institution by identifying and advancing targeted research initiatives • Encourage interdisciplinary and student-involved collaboration	Create an inclusive community characterized by respect and collaboration: • Enhance civility and collegiality of administrators/faculty/staff/students • Recruit, develop and retain diverse students/faculty/staff/administrators • Create occassions for meaningful interactions across the university, including opportunities that enhance global awareness	Align our initiatives to support our unique rural–urban identity: • Serve as the hub for educational opportunities in Northeast Texas • Leverage the assets of the university for the economic, cultural, health and social benefit of the region • Cultivate and strengthen partnerships that serve regional needs	Transform operations to serve the mission of a contemporary university: • Invest in student recruitment, retention, graduation and continued engagement • Increase organizational effectiveness by developing sound business practices that are intentional, collaborative and data-informed • Diversify sources of funding and allocate resources strategically to promote innovation and effectiveness
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Identifying Alignment

- Linkages between
  - Desired outcomes (goals)
  - What is being assessed
  - Actions taken to deliver the desired outcomes (goals)

Challenges to Identifying Alignment

- Does your goal statement truly reflect an outcome, or does it simply describe an action you will take?
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- Does your goal reflect a different set of strategic priorities? (for example, state, professional organization, etc.)

Strategic Planning	Goals	Assessment	Service/ Program Planning
Is the work of our unit connected with accomplishing strategic priorities?	Do the goals of our unit reflect quality improvements that can be demonstrated over time?	Do we have methods of assessment in place that can be used to consistently track achievement of our goals?	Are we taking specific, intentional actions to accomplish our goals?

For each "X" (indicating a goal mapped to a strategic priority) identify the following:

- At least one method of assessment that aligns with the selected goal/priority
- At least two actions the unit is taking to accomplish this goal/priority

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Goal Mapping Activity Questions

Analyzing Strategic Planning Alignment

Trying to align your goals with <u>too many</u> institutional priorities may spread your resources too thin and make it harder to see meaningful progress toward achieving any one goal. Yet, an inability to find alignment with <u>any</u> institutional priorities may suggest a need to reevaluate unit goals in view of institutional goals.

1. To how many strategic planning priorities were you able to map?

2. In reflecting on the number of connections you were able to establish with the strategic plan priorities, which of the following most applies:

      Our efforts appear to be . . .
    - ❑ spread too thin and trying to accomplish too much
    - ❑ strategically focused on meaningful but achievable goals
    - ❑ largely unrelated to the University's strategic priorities

Analyzing Assessment Alignment

Well-aligned assessment methods are able to provide clear evidence of achieving the intended goals. Where assessment methods are absent or do not measure the intended outcome of the goal, it will be more difficult to show achievement of the goal and identify any weaknesses in performance.

3. For which goals, if any, would you not be able to provide evidence of achieving the goal? (no method of assessment identified)

4. Did you identify any misalignment between the stated goal (or priority) and what your method of assessment is measuring? (method of assessment not truly relevant to the goal/priority)

Analyzing the map

Analyzing Strategic Planning Alignment

To how many strategic planning priorities were you able to map?

- Trying to align your goals with <u>too many</u> institutional priorities may spread your efforts/resources too thin and make it harder to see meaningful progress toward any one goal
- An inability to find alignment with <u>any</u> institutional priorities may suggest a need to reevaluate unit goals in view of institutional goals

Analyzing the map

Were you able to identify assessment methods that clearly aligned with each goal?

- For which goals, if any, would you not be able to provide evidence of achieving the goal? (no method of assessment identified)
- Did you identify any misalignment between the stated goal (or priority) and what your method of assessment is measuring? (method of assessment not truly relevant to the goal/priority)

Analyzing the map

Analyzing Service/Program Planning Alignment

Were you able to identify actions being taken in support of each goal?

- For which unit goals, if any, could you identify minimal or no actions being taken in support of the goal?
- What opportunities could you identify to take additional actions in support of a goal?

Strategic Planning	Goals	Assessment	Service/ Program Planning
Re-evaluate strategic priorities	Focus on goals that represent quality improvement	Align your assessment methods with what you want to measure	Plan what actions you can take to achieve your goals

Thank You

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Academic Programs
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Writing Goals

Fundamentals of Assessment Methods
Using Results for Improvement