

# GOAL & MEASURE

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Embracing the mantra “possibly wrong and definitely incomplete” can be key to creating a culture of improvement:

*“possibly wrong, definitely incomplete”*



# SCENARIO

In a different dimension...

Hai works at a community health clinic, and he would like to reduce the smoking rate. Hai designed a workshop about the health consequences of smoking and invited the local residents to attend. To improve participation, Hai provided burgers to everyone at the event. Over 100 local residents attended the event.

Hai believes that the workshop was a successful intervention so Hai talks to Prez. Hands about the high number of attendees and how happy the attendees were, and asks for \$50,000 so that he can offer 11 more workshops this year.

What factors would help Prez. Hands decide whether or not to fund the future workshops?



# WHY GOAL SETTING

- Improve engagement, motivation, performance
- Involve employees from start-to-finish
- Enable accountability and better performance
- Adapt to evolving landscape

## Source:

Locke, E. A., & Latham, G. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance*, 3(2), 157–189.

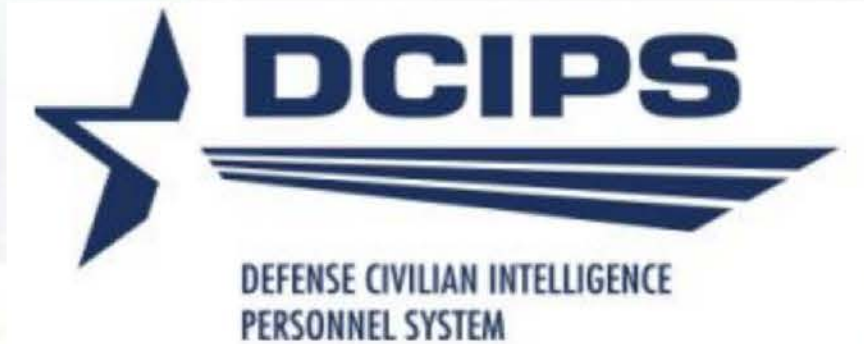
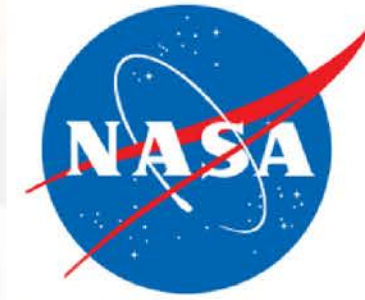
[https://doi.org/10.1016/0030-5073\(68\)90004-4](https://doi.org/10.1016/0030-5073(68)90004-4)

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/how-effective-goal-setting-motivates-employees>



# SMARTER GOAL

**Specific**  
**Measurable**  
**Achievable**  
**Relevant**  
**Time-bound**  
**Equitable**





# SMARTER GOAL

Source: <https://med.stanford.edu/content/dam/sm/s-spire/documents/How-to-write-SMART-Goals-v2.pdf>

**Specific**

who, what, how (when, where, which, why)

**Measurable**

metrics to measure progress and determine success

**Achievable**

how, tools, skills, importance

**Relevant**

why, makes sense, alignment with the broader goal

**Time-bound**

realistic timing

**Equitable**

how does this goal help/support equity outcomes?



# *(imperfect)* Example

**Goal:** I want to have more desk time

**Specific:** I will reduce my recurring workgroup/committee participation to 15 hours per week on average (focusing only on the most essential ones). I will communicate with workgroup chairs, offering the option to attend as needed or send a representative in my place. I will also discuss with my manager for assistance in prioritizing commitments.

**Measurable:** I will track my current time spent in meetings now and in the future; I can track the kind of meetings, and/or the number of meeting I am in now and in the future

**Achievable:** I can connect with my manager and other chairs. I have a tool to track my meeting time.

**Relevant:** reducing my time in meetings will directly increase my desk time

**Time-bound:** by the beginning of fall 2024

**Equitable:** by having more desk time, I can be more proactive in identifying equity-related issues and opportunities

**SMART GOAL:** By Fall 2024, in order to gain more desk time, I will reduce my participation in the recurring workgroup/committee to 15 hours a week by proactively discussing with the workgroup chairs, and/or sending a representative, and/or discussing with my manager for project prioritization.



# (working) Example

[sdmesa.edu/mesa-journeys/](https://sdmesa.edu/mesa-journeys/)



The video player thumbnail features a dark blue background. On the left, the text "Start Your Journey Today!" is written in a yellow, hand-drawn font, with "Mesa JOURNEYS" below it in a white script and sans-serif font. A red YouTube play button icon is positioned to the right of the text. On the right side of the thumbnail is a cartoon illustration of a blue rocket ship with red fins and yellow flames. In the bottom left corner, there is a black bar with the text "Watch on YouTube" and the YouTube logo. In the bottom right corner, there is a white bar with the text "CREATED USING POWTOON" and the Powtoon logo.

It is as easy as 1, 2, 3

## 1. Tell us about you

Take 2 minutes to answer 10 quick questions. All questions are optional. The more questions you answer the better the recommendations.

## 2. View your recommendations

Based on your responses you will receive recommendations for programs and services tailored to you and your goals.

## 3. Join Mesa Journeys

No more searching. Join mesa journeys to get custom updates and announcements about programs, services, events and deadlines delivered directly to you.

GET STARTED >



# *(working)* Example

**Mesa2030 Strategic Objective: “Support students’ access to resources to mitigate the impact caused by technological and basic needs insecurity”**

**Goal:** Mesa Journeys can help increase student’s awareness of resources to increase access

**Specific:** increase the number of times students use the Mesa Journeys tool by 500 by Spring 2025. Mesa Journeys team can promote the tool by building the tool into the sdccd welcome email, presenting at orientations, presenting at affinity groups, bringing it to the classroom, etc.

**Measurable:** number of times the tool is presented; number of times the tool is used; feedback about the tool (survey, from talking to people); number of students use the services/programs

**Achievable:** the tool is ready to be used and shared widely, the team can talk to faculty/program leads

**Relevant:** we can assume that if more students use the tool, there will be more awareness of the resources, and more access to resources

**Time-bound:** realistically, by the beginning of spring 2025

**Equitable:** the team is presenting at the affinity groups. Also, research shows that D.I groups are less likely to use student services even though they can greatly benefit from them. Increase awareness can lead to increase access of student services

**SMART GOAL:**



# Measures

**Source:** Appalachian Regional Commission: economic development entity of the federal government  
<https://www.arc.gov/about-the-appalachian-regional-commission/>

## OUTPUT

expected results that include the students we serve, or the products, services, or resources we create



### Example:

- 100 students served
- 1 new partnership developed
- 5 faculty trained on curriculum redesign

### Characteristic

- directly linked to project activities
- likely to lead to outcomes / changes
- measurable, quantifiable
- clear, realistic, and attainable

## OUTCOME

measurable changes in knowledge, skills, attitudes, behaviors, and/or conditions/status



### Example:

- 90% reported that the service helped them focus better in class
- 15 students obtain internship per semester
- 5% increase in success rate

### Characteristic

- closely and logically connected to the activities
- aligned with the need / goal
- likely to lead to longer term benefits
- measurable
- clear, realistic, and attainable



# *(imperfect)* Example

## OUTPUT

expected results that include the students we serve, or the products, services, or resources we create

- # of MJ uses
- # newsletter sent
- # of emails from the programs to students who are eligible for those resources
- # of program/service websites students visited
- # of program/service offices students visited
- # of program/service contacted students
- Other?

## OUTCOME

measurable changes in knowledge, skills, attitudes, behaviors, and/or conditions/status

- # of students used the services / joined the program
- # of students who “know exactly what to do after receiving the results from MJ”
- # of students who reported “MJ increases their knowledge/awareness about programs/services at Mesa”
- Other?



# Table Activity

**Goal:** come up with SMARTER goals and measures for each assigned Strategic Objective at your table.

- **Table Leads:**

- Provide context on on-going activities within each Strategic Objective
- Identify some goals
- Capture notes using the laptop at the table

- **Everyone:**

- Come up with SMARTER goals
- Come up with measures: outputs and outcomes



**Time:** until 4:30pm 🎵



# Sticky Notes Activity & Table Activity

**STICKY NOTE ACTIVITY:** Please write on the sticky notes and share campus activities that you believe align with the strategic objectives. Then paste the sticky notes on the papers around the room.

If have filled out the sticky notes, please continue with the Table Activity as needed.

**TABLE ACTIVITY:** come up with SMARTER goals and measures for each assigned Strategic Objective at your table.

- **Table Leads:**
  - Provide context on on-going activities within each Strategic Objective
  - Identify some goals
  - Capture notes using the laptop at the table
- **Everyone:**
  - Come up with SMARTER goals
  - Come up with measures: outputs and outcomes

**Time: until 4:40pm**





# Table Activity





*(Preliminary data)*

# Example



 Journeys  
Launched **17737**

## OUTPUT

expected results that include the students we serve, or the products, services, or resources we create

- 17737 uses overall from 2019
- 64 newsletters sent from 2019
- # of emails from the programs to students who are eligible for those resources

### **2022 Survey:** from 186 students

- Students visited 577 websites
- Students visited 308 offices
- The programs/services contacted students 290 times
- Other?

## OUTCOME

measurable changes in knowledge, skills, attitudes, behaviors, and/or conditions/status

### **2022 survey:**

- 84% of students reported “MJ increases their knowledge / awareness about programs/services at Mesa”
- 81% of students believed “MJ is useful in identifying the programs/services that can benefit me.”
- 62% of students “knew exactly what to do after receiving the results from MJ” (28% were neutral)
- 70% of students joined/used at least 1 program/service
- Other?



# *(imperfect)* Example

## OPPORTUNITIES

*(Outputs)*

	# of websites visited	# of offices visited	# Programs/Services contacted students
# of Programs / Services Used /Joined	0.25*	0.6*	0.3*

*(Outcome)*

\* $p < .01$



# WHY SMARTER, OUTPUT, OUTCOME

- Clarity of objectives
- Effective planning
- Performance/progress measurement
- Motivation/engagement
- Resource optimization
- Adaptability
- Enhance communication
- Accountability and evaluation
- Strategic alignment
- Continuous improvement



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Thank You



**EQUITY IN ACTION**  
**Illuminated Paths**