Goals and Objectives

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To set goals for strategic plan, find answers to these three questions:

- What are the 3-7 main areas will our university continue being actively involved in the future?

- What areas do we need to be involved in to accomplish our mission statement?

- What is our university going to do about our competitive advantage categorically?

Locke and Latham's 5 Principles of Goal Setting

1. Clarity
2. Challenge
3. Commitment
4. Feedback
5. Task complexity

Clarity

- When your goals are unclear
  - You will never complete your goal
  - You won't show results
  - You will get rattled in your performance review
- Clear goals help immensely with understanding the task at hand, measuring the results, and achieving success

The Crow and the Pitcher

- The Crow and the Pitcher is one of Aesop's Fables. In the story, a thirsty crow discovers a pitcher with water at the bottom, beyond the reach of its beak. The crow did not have sufficient strength to push the pitcher over. He took a different approach. The bird dropped pebbles one by one in the pitcher until the water level rose to the top of the pitcher, allowing the crow to drink.

- The crow had a clear goal. Though there were obstacles, the crow creatively solved the problem and achieved his goal.

Challenge

- The goal should be
    - Difficult and challenging enough to prove motivating,
    - But should not be so challenging that it's impossible to achieve.
    - Need to select the appropriate challenge levels
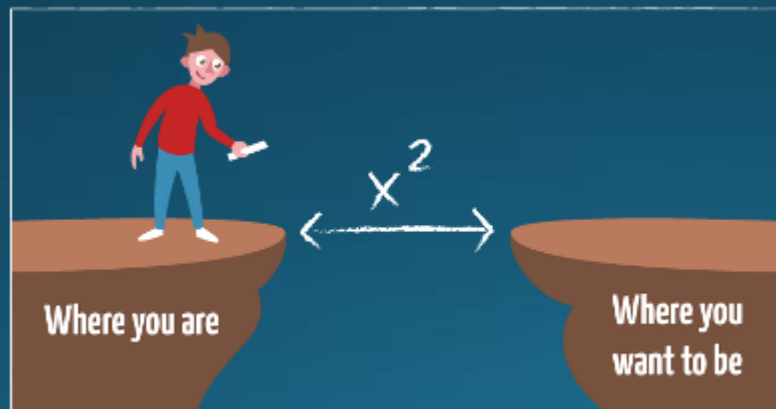
Commitment

- Get your teammates to commit into the goal.
- Involve them in the goal-setting process.

Feedback

- Goals should be
  - Reviewable the progress time to time throughout the pursuit toward the goal.

Task complexity

- Be careful in adding too much complexity to your goals as complexity can impact morale, productivity, and motivation

University of Ruhuna -Goals

1. Expanding access to education, research and services.

2. Enhancing quality of education, research and services.

3. Enhancing relevance of education and research.

4. Ensuring justice and equity with respect to gender, ethnicity, religion and differently-abled persons.

5. Enhancing good governance through effective and efficient management of the resources.

6. Upgrading the university to the top 2000 in the TIMES Higher Education and QS ranking list

7. Enhancing the uniqueness of the university

Setting Objectives

- The difference between goals and objectives is that

  - a goal is a description of a destination, and
  - an objective is a measure of the progress that is needed to get to the destination.
  - Therefore goals are the long term outcomes your university want/ need to achieve

Objectives should be S.M.A.R.T.

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**ealistic
- **T**imely

Specific

Specific objectives answer the following questions:

Who: Who is involved?

What: What do I want to accomplish?

Where: Where it is going to happen

When: When to commence.

Which: Which attributes are important. (Identify requirements/ constraints).

Why: What are the reasons, purpose or benefits of accomplishing the objective?

Measurable

- To determine if your objective is measurable, ask questions such as

    - How much?
    - How many?
    - How will I know when it is accomplished?

Attainable

- The objective is "do-able"
- It is action-oriented
- It is reachable

Relevant

- The objective must be toward which you are willing and able to work.
- It should be relevant to your mission and vision
- The staff must believe it is relevant to their duty
- Should be result oriented

Timely

- You should establish a timeframe
- The timeframe **must** be realistic
- Everyone needs to know the timeframe…make it public

S.M.A.R.T. Objective worksheet

Objective	Is the objective…				
	Specific?	Measurable?	Attainable?	Relevant?	Time-Bound?
	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise
	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise
	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise
	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise	Yes No, revise

S.M.A.R.T. Objective worksheet

- Goal: Expanding access to education, research and services

Objective	Is the objective…				
	Specific?	Measurable?	Attainable?	Relevant?	Time-Bound?
To increase the enrolment of postgraduate students by 5 % annually	Yes	Yes	Yes	Yes	Yes
	No, revise	No, revise	No, revise	No, revise	No, revise
	Yes	Yes	Yes	Yes	Yes
	No, revise	No, revise	No, revise	No, revise	No, revise

Why create objectives?

- Create specific, practicable ways to carry out your mission.

- To serve as a marker of successes.

- Prioritize your goals.

- Set guidelines.

- Reemphasize your mission.

- Serve as a completeness check.

How to create objectives

- Confirm your vision and mission statements.
- Collect baseline data.
- Decide what is realistic.
- Set objectives.
- Review your objectives.
- Use the objectives to guide your strategies.

Example from University of Ruhuna

Goal 1. Expanding access to education, research and services

Objectives

1. To increase the intake of internal undergraduate students by 10% by year 2017.
2. To introduce 10 new distance courses and 02 online courses by year 2017.
3. To implement the common credit transfer system by year 2015.
4. To increase the enrollment of postgraduate students by 5 % annually.
5. To introduce 30 new partnership programmes with external organizations by year 2017.
6. To increase the number of beneficiaries / recipients of services and outreach activities by 50% by year 2017.
7. To increase the capacity and facilities for research by 50% by year 2017.

Thank You !!