

GOAL SETTING AND SUCCESS

As an essential part of strategic planning, each division and major area at Gonzaga has committed itself to assessing at least one major goal per year, beginning in the spring of 2012 and continuing on a regular cycle until all major goals have been assessed. This chart demonstrates the beginning of goal setting for spring semester 2012, with a focus on identifying immediate goals and specifying indicators of success for each division or major area; the relationship of the goal to strategic plan and core themes; and a long-range process in which all goals will be regularly assessed. Because the various divisions and areas work very differently from one another, the information shown here reflects that diversity both in approach and in process. (The academic area is not presented here, since the accreditation standards clearly spell out the expectations for that area and they are thoroughly explored throughout the accreditation report.)

Division/Area	Spring 2012 Goal	Spring 2012 Indicators	Vision 2012 and Core Theme Relevance	Multi-year plan
Athletics	Excellence in: <i>athletic competition</i> <i>the classroom</i> <i>the greater community</i> <i>coaching and administration</i> <i>commitment to diversity</i> <i>benefaction and revenue generation</i>	Meet the published standards of the NCAA and of Gonzaga's Athletic Department	themes 1, 2, 3, 4 goal 6 goal 2 goals 3, 7 goal 3 goal 4 goals 6, 7	Each goal is assessed at least annually and will continue to be assessed at least annually
Executive VP	Balanced scoreboard assessment for multiple areas, including <i>Information Technology Services, Admissions, Human Resources, and University Purchasing</i>	Meet each department's operations goals through four perspectives: Organizational Capacity, Internal Processes, Financial Stewardship, & Constituents or Colleagues; explicitly link strategic objectives to work and budgets through the use of performance measures and targets	goal 6 theme 3	Annual balanced scoreboard assessment for all areas, including <i>Plant and Construction</i> and <i>Student Financial Services</i>
Finance	Secure the financial future of the University	Manage operating budget so as to bring a minimum of 3% of gross revenue from operations, net of	goal 6 theme 3	Annually, but with the following additions: increase annual total giving per FTE student

		aid, to bottom line, in order to increase financial reserves		at rate that exceeds that of its annual percentage increase in total operating costs; increase size of total endowment per FTE student at rate that exceeds that of annual increase in total operating costs
Mission	Evaluate the effectiveness of the University's current mission statement in describing what we do and who we want to become	Board of Trustees affirmation of the mission statement that emerges from this process, following appropriate and sufficient vetting by all constituencies.	goal 1 themes 1, 2, 3, 4	2012-2013: evaluate the shared understanding and acceptance of the "Statement of Affirmation" 2013-2014: evaluate the effectiveness of University Ministry
Student Life	Develop "ethos of inquiry" committed to reliance on evidence in all aspects of strategic decision-making, programming, practice and services	Standing Student Life Committee that supports and monitors goal and assessment; identification of current program outcomes and appropriate assessment methods; "ethos of inquiry" educational campaign; formal Student Life Division Mission, Goals and Learning Outcomes in alignment with institutional mission, strategic plan, core themes and baccalaureate goals; reliance on <i>TracDat/Iwebfolio</i> and <i>Student Voice</i> for assessment; systematic training for division staff; begin to add assessment competency to staff member's evaluation and to draft division assessment plans in collaboration with other university entities	goals 3, 4, 5 themes 1, 2, 3, 4	2013-14: enrich the campus community's awareness, shared knowledge and understanding of our students and the work of Student Life 2014-15: Collaboratively develop and support student Integrative learning opportunities 2015-16: strengthen the capacity and effectiveness of staff through professional development and training

University Relations	Optimize donor support; launch fundraising campaign to increase endowment and help fund priorities identified in strategic plan (specifics determined by critical priorities, benefactor interest, and financial ability)	Increasing by specific % the giving from constituents with capacity of \$25,000; 75% donor retention year-to-year ; increasing by specific % the giving among previous donors; increasing annual total giving per FTE student in excess of annual percentage increase in operating costs; based on 2011campaign feasibility study, test goals by securing \$195 million to determine launch date; increase donors and total giving to endowment initiatives by specific % (%s to be specified shortly)	goal 6 theme 3	Annually
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