

## **College Master Plan Task Force Guidelines**

The five CMP task forces have been charged with identifying three to five critical and timely objectives that support and promote each of the respective master plan goals. The timeframe for accomplishing this task is relatively short. The task forces will be submitting their final list of objectives to CPC by Friday, April 4, 2008.

Despite this relatively short time the task forces will be active, the results of the task forces' work are extremely important to the future of Cabrillo College. Thank you for agreeing to review the background documents and participate in the dialogue that will establish our objectives and priorities for the coming three years.

The basic task of the task force members is to read and synthesize the planning documents and background materials with your own experience and perspectives. You will be looking for opportunities to move the College toward improving or achieving its five Master Plan Goals. But what is an objective? And how does it differ from a goal? Some guidelines are given below:

### Goal vs. Objective

There is a hierarchy of generality to specificity in planning. Goals are broad statements that give a general direction for aspiration. Objectives are more targeted statements that are typically tied into some specific type of measurement (KPI) or a specific concrete outcome (deliverable). A helpful mnemonic device for remembering what objectives One can describe objectives as SMART – Specific, Measurable, Attainable, Realistic and Timebound. While objectives are more specific than goals, they typically involve multiple departments or even the entire campus and require coordinated effort to be achieved.

### Key Performance Indicator (KPI)

The task forces are also expected to recommend specific ways to measure the attainment of particular objectives. While there are many possible ways to measure progress, it is ideal to find a “key” metric that is: a) readily available and does not require inordinate resources to be obtained or calculated; and b) central to the objective and can be used as an overall measure of progress. An example of KPI for Goal A (Enhance Outreach & Enrollment) would be to increase the one year retention rate of incoming students from 72% to 75%.

### Deliverable

This is a tangible item such as a manual, furniture, building or other equipment. An objective may specify a deliverable, a certain level on a KPI or both as part of its expected outcome.

### Strategies

At the most specific level of the planning hierarchy are strategies. Strategies support objectives much in the way that objectives support goals. Strategies are more specific than objectives and they are undertaken at the most granular level of the institution, typically the individual department. The task forces are not necessarily dealing directly with strategies, though individuals will undoubtedly think of strategies for their particular departments