

Goal Examples

Updated January 2023

CRITERIA:

- Goals should **identify the most important objectives** for you over the next year.
- Goals should be **specific, important, and measurable** while describing both results and behaviors.
- Goals should **align with college/unit/department strategic priorities**, including connections to a sense of belonging, equitable opportunities, and access. Example goals for reference.
 - Note: Creating a workplace where people feel they belong requires everyone's intentionality. This element highlights how our work needs to be done in a way that increases a sense of belonging, equitable opportunities, and/or access.
- Goals should be **flexible** to adjust to changes throughout the year.
- Goals are **not job descriptions** or a list of activities.
- You should have one to three goals at a time and update them throughout the year as needed. As you complete one goal, add additional goals if applicable.

EXAMPLES:

Research

Recruit participants for XXX research study

Proactively recruit for anticipated underrepresented participants by creating a target number of participants, partnering with community organizations that serve these populations, creating culturally appropriate and sensitive recruitment materials, and providing incentives and assistance to remove barriers to participation. Adjust strategy as needed and timely to start the study by X date.

Obtain R01 grant funding

In trying to conduct more innovative research through an R01 grant I'll need to balance the perceived risk or likelihood of success with the significance of the contribution to my field. Part of this is making the connection to positive impacts this will have on society. I want to challenge myself to not only be creative with this proposal (as it may not fit into traditional categories) and more versed in societal impacts for multiple and marginalized identities.

Lab Management

In addition to my research, I am responsible for training newer researchers. This year, I aim to make new lab team members feel a sense of belonging by evaluating if there are improvements to make in the arrangement of the lab to better support learning/research and access for those with disabilities as well as meeting regularly to provide guidance on research and professional development.

Characterization of cytotoxicity of XXX

Employing XXX cells as an invitro cell culture model for human XXX cells, I aim to understand the cytotoxicity of XXX in human XXX cells. While doing this research, provide opportunities for newer lab members to learn this approach.

Education/Teaching

Participate in 3 thesis committees

Work on increasing skill sets in being equitable and culturally inclusive while on these committees. Advise and support the student, being mindful of potential biases and barriers. Attend thesis defense and provide all the same dedication in providing feedback and suggestions for revisions. Engage in constructive dialogue while being sensitive to the student's cultural background and experiences. Challenge biases in evaluation.

Publish 2 manuscripts as a senior author

Demonstrate inclusion and an open mind while working on my manuscripts by challenging myself to center the voices and perspectives of marginalized communities vs speaking for or making assumptions about.

Outreach/Service

Help X community address food security

Collaborate with community leaders, other organizations and agencies to develop comprehensive and culturally relevant strategies for addressing food insecurity in the community. Conduct cultural assessments through focus groups to understand the diverse cultural backgrounds and food preferences of the community we are working with. Incorporate these foods and traditions into the educational programs and resources.

Student services

Train newly hired advisors

Collaborate with stakeholders to create a training plan for XX advisers prior to fall 20XX. To increase accessibility of training, provide a combination of in-person and virtual training options, and encourage sharing accommodation needs in the invitation itself. Establish a monthly meeting to start fall 20xx to discuss expectations, career goals, development needs and feedback they have about how to create a better employment experience. Follow these up with guidance for supervisors on supporting each employee's development needs and career aspirations in an equitable manner.

Review and revise advisor training

Revise staff training manual to an electronic version by June 2023 to help onboard new staff and document our best practices for supporting students. Integrate the input from a diverse group of stakeholders including all current staff and our leadership to ensure alignment in messaging and support the sustainability of the training manual.

Keep DEI centered in program development and leader trainings

Keep DEI centered in our leader development/training/conversations. Support program managers in this by being a thought partner in crafting inclusive language used on program marketing materials and increasing accessibility for students. Additionally, if there are access concerns for specific programs- being transparent in our materials and advising.

Administrative (general)

Reorganize unit's check-in staff and interns drives

I would like to restructure and organize the internal check-in staff and intern Google drives. This would include going through all the materials on the unit's server to categorize and upload as needed, think of the most effective folder tree, and organize documents accordingly. This will also help me to notice gaps where we do not have existing documentation or training documentation. Ask for input from everyone who uses these files and incorporate their input to the extent I can. Furthermore, I would also like to research the tools Google Drive has to help with organization. Create a document of where things are housed to help onboard new staff and interns. For example, this would include figuring out if you can organize files/folders in any way other than alphabetically. I hope the result would decrease the time it takes to find the correct document.

Supervision (general)

Develop supervision skills

Complete Self-Paced Supervisory Development Program Certificate by completing one course in the series per month (approximately 2 hours each) to develop my skills and be an effective supervisor. Collaborate with my team during our weekly check-ins to determine best practices for onboarding, training, and ongoing processes as well as to find creative ways to provide further professional development and best utilize their skills in daily operations.

Management Skills

Develop personal management skills by supervising a student employee during the Fall 2022 semester. Manage the student employee process from recruitment to task management. Hone in on developing leadership competencies, including the University's competencies for equity, diversity, and inclusion. Determine each student's areas of developmental interest and meet with them regularly to provide coaching and feedback. Wherever possible, assign project work to those who'd benefit from the development. After the fall semester, transition to managing a full-time employee.

EDI (general)

To continue growing an increasingly broader and more nuanced understanding of and engagement in issues related to DEI:

Create and participate in opportunities to engage with colleagues from various areas of expertise and who approach the work of Diversity, Equity, and Inclusion from a range of different lenses. This includes participating in a discussion group on language diversity and linguistic justice; meeting monthly with xxx from Minnesota Transform; attending webinars and reading more articles on this topic; involvement in discussions related to Global DEI. Continue applying and integrating the understanding and perspectives gained through this engagement into the work of xxx and facilitating learning opportunities for faculty and instructors.

Educational Programming

Inventory study to understand how partners (providers and universities) process accommodation requests:

To ensure that our unit and partners are processing accommodation requests in a timely and efficient manner, I will conduct an inventory study of how our partners process accommodation requests. I will send out a questionnaire and then create a spreadsheet that summarizes the data from the questionnaire. Since stepping into my role as the xxx liaison, I have learned that some providers and universities have their own accommodation request process. For this reason, we have experienced some challenges with getting the unit's accommodation request form returned to us. The data from the questionnaire will help our unit determine if students should only complete one process, or two, if our partners also have an accommodation request process. This inventory study is also an opportunity for me to educate and remind partners of our accommodation request process.

Human Resources

Align performance management processes to the EDI elements of the University's performance management practices.

Include key stakeholders that can help champion the changes and hold supervisors accountable for setting EDI goals and performance expectations. Determine a 2 year plan to incorporate the calibration practices to reduce biases. Proactively communicate and socialize the intentions of these practices to emphasize the importance of sense of belonging, equitable opportunities, and access as well as mitigate biases in performance evaluation. Monitor the impact of these practices by leveraging the talent management team's data services and designate a timeframe in which we'll evaluate and adjust.

Finance

Build financial exception reporting

Continue to build college-wide exception reports in UM Analytics to assist in early detection and correction of errors, modification of practices, and improvement in the accuracy and consistency of our financial reporting. These exception reports should align to address the risks outlined in the Internal Controls Best Practices document found within the Financial Management Advisory Committee site <https://finance.umn.edu/finmac> by following the link for "Internal Control". Continue to follow the prioritization list we have outlined together, with the next reports focusing on the risks in the Purchasing and Disbursement tab (numbers 3, 7, and 8) and Revenues tab (1 and 2) on the document noted above. The exception reports should be developed, vetted with finance leadership and finance professionals, and refined based upon feedback for

implementation/use by June of this calendar year. It will be important to consider all the anticipated end-users of the exception reports and report excerpts that may be used to communicate results. Prior to implementation, solicit feedback on usability, access, and understandability. Establish a training session and follow-up communications to introduce the reports, intended use, and expectations for responses to all end-users.

Auxiliary Services

Increase accuracy in parcel/mail delivery

Deliver mail and packages with an accuracy rate of 90% by adhering to standard delivery protocol (complete scanning at delivery, obtain proof of delivery signatures for packages and pickup all returns as requested). While delivering, go out of my way to be approachable and friendly to students, staff and faculty.

Building and Grounds

Training and onboarding: Increase satisfaction and effectiveness for training new employees

Ensure effective onboarding of new team members resulting in a 70%+ favorable response rating in the Employee Engagement survey. Proactively follow up with new team members regarding safety, tasks quality, use of PPE and safety signage, ensuring effective onboarding. Additionally, provide supervisors with observations related to new hire performance that highlight gaps in training, setting expectations or make suggestions that contribute to the larger training program for B&G workers.

Respect and recognition: Increase recognition of employee's good work

Increasingly recognize team members' good work resulting in a 70%+ favorable response rating in the Employee Engagement survey. Identify routine mechanisms to observe squad members work to provide appreciative feedback when individuals are meeting and exceeding expectations. Promote outstanding performance by continuously sharing the behavior and impact of work with individuals and highlighting their contributions to squad supervisors.

Faculty (general)

Increase participation in departmental faculty responsibilities

Actively contribute in departmental meeting and standing committee responsibilities in order to optimize the intellectual environment of the department and college. This includes fostering collaboration, professional development, effective decision-making, and building a positive reputation.

Department chair (general)

Evaluate faculty workload

To increase engagement and foster equity in opportunities provided, work to ensure that total workload is equitably distributed among faculty based on expertise, professional development goals of the faculty member and the needs of the department.