



CCAU Case Study - Structured Goal Setting

We have developed several exercises for effective use of the Academic Unit Diagnostic Tool (AUDiT). Please see the AUDiT manual for more context (ethicscenter.csl.illinois.edu/academic-leadership/ccc/audit).

CCAU

Confronting Challenges in
Academic Units

Member edition

The purpose of this activity is to identify and assign concrete goals that will encourage progress toward improvement.

(1) Begin with a discussion where you record the group answers to the following questions based on the answers provided on the AUDiT scorecard. Write the answers to these questions on a flip chart for the group to see.

- What are we doing well?
- What are we not doing well?
- What is our desired outcome/What do we want our department to look like in the future/What elements of the scorecard do we want to improve?
- What are the goals (both big and small) required to bridge the gap?

(2) Start with the larger goals, being careful that the goals are not solutions (i.e., a goal is not “we need more money for this project”). Identify perhaps 2-3 high level goals. For each of those goals, break them down into micro-goals, actions that can be easily checked off a list.

(3) Assign the goal responsibilities to the relevant and appropriate people.

(4) As a group, create some visual space to monitor goal progress (this can be a large poster, or an online project management tool—it just needs to be accessible to and shared by the whole group). Encourage people to note when they’ve achieved their goals. It may happen that during the process, goals need to be revised, which should be done when appropriate.

The AUDiT was developed by C. K. Gunsalus, and enhanced through the comments and contributions of many others over time. It is distributed under license to the University of Illinois through the Confronting Challenges for Academic Units Consortium. The AUDiT manual was created by NCPRE for development and use by the Confronting Challenges for Academic Units Consortium.

