

## ***Glossary of Terms***

**Goals** – Broad statements that describe the long-term targets or directions of development which you wish to achieve over the period of the strategic plan. Goals are aligned to the mission and global in nature. They are usually not measurable and need to be further developed as separate distinguishable outcomes or objectives, that when measured appropriately, provide evidence of how well you are accomplishing your goals. They are primarily used for general planning and are used as the starting point for the development and refinement of outcomes.

**Measures or Key Performance Indicators (KPI)** - KPIs allow an organization to assess progress towards its vision and organizational goals; which takes the form of quantifiable measures used to help an organization evaluate its success. Measures should be both formative (assessing success along the way to take corrective action as needed) and summative (assessing success at the end of the implementation process) in nature.

**Mission statement** – The mission statement is a broad statement of the direction and values of the administrative unit. For each administrative unit the mission statement should reflect how the unit contributes to the education, development, and experiences of students at the institution. The mission statement also should describe the services provided by the unit. It is brief and comprehensive statement that includes the name of the organization, its purpose, what it does to accomplish its purpose and for whom it does it. A mission statement can take this form: “The mission of (your office name) is to (your primary purpose) by providing (your primary functions or activities) to (your stakeholders).”

**Outcome**— A specific, clear and measureable statement that describes what actions need to be achieved to meet the goal. Outcomes should be aggressive but attainable and results-oriented. Outcomes contain a target of where you would like to be within a specified time period. Outcomes state expected accomplishments or improvements that the unit has identified, after careful consideration of the critical processes and functions. Outcomes can relate to the operations and processes of the unit, and may include a consideration of demand, quality, efficiency and effectiveness. Outcomes may also relate to intended behaviors that a student who used services provided by the administrative unit or program should demonstrate. Outcome statements can also be student learning outcomes (SLOs) of a program or course; focused on the intended abilities, knowledge, values and attitudes a student should demonstrate after having used certain services or having participated in an activity.

**Strategy** – A strategy is a careful plan or method for achieving a particular goal usually over a long period of time. The word strategy has military connotations, because it derives from the Greek word for army. Strategy is different from tactics. In military terms, tactics is concerned with the conduct of an engagement while strategy is concerned with how different engagements are linked. In other words, how a battle is fought is a matter of tactics: whether it should be fought at all is a matter of strategy.

**SWOT Analysis** - A strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats involved in achieving the mission or objective. It involves specifying the mission or objective then identifying the internal and external factors that are favorable and unfavorable to achieving that mission or objective. Strengths are attributes of the person or organization that are helpful to achieving the objective. Weaknesses are attributes of the person or organization that are harmful to achieving the objective. Opportunities are external conditions that are helpful to achieving the objective. Threats are external conditions that are detrimental to achieving the objective.

# SWOT ANALYSIS



SWOTs are used as inputs to the creative generation of possible strategies, by asking and answering each of the following four questions, many times:

- How can we use and capitalize on each strength?
- How can we improve each weakness?
- How can we exploit and benefit from each opportunity?
- How can we mitigate each threat?

**Tactics** – Tactics are the means (or action items) by which a strategy is carried out, which includes both planned and ad hoc activities meant to move the unit from one milestone to other in pursuit of the overall goal(s).

**Vision Statement** - A clear and motivating message about what your unit will look like in the future if it succeeds in implementing its strategies and if it achieves its full potential. It defines the desired or intended future state of your unit in terms of its fundamental objective and strategic direction.