LOCAL ASSOCIATION GOAL SETTING

There are three levels of defining you Local's priorities:

Purpose
> a broad, general statement that tells why your Association exists. The purpose usually doesn't change from year to tear, and is often the first statement in your constitution.

Goals
> statements describing what your Local wishes to accomplish, stemming from your purpose. Goals are the ends toward which your efforts will be directed, and often change from term to term or year to year, depending on the nature of the group.

Objectives
> descriptions of exactly what is to be done, derived from the goals. Objectives are clear, specific statements of measurable tasks that need to be accomplished to reach your goals. They are usually short term with deadlines or specific timelines.

Why Set Goals?

- Goals help define your Association's mission.
- Goals give direction and help avoid chaos.
- Goals can help motivate members by clarifying and communicating what the Local is striving to achieve.
- Goals help members and leaders become aware of problems in a timely fashion, which in turn leads to healthy solutions.
- Goals help the Association plan ahead and be prepared.
- Goals are a basis of recognizing and measuring your accomplishments and successes.

Set Goals Together

Set your goals as a local governance group, executive committee or AR Council.. Group members will support and be held accountable for what they help create. If you set your goals as a group you can expect the following results:

- Greater commitment and motivation among officers and members.
- Clearer understanding of the goals and the rationale for selecting them.
- Better collaborative goals that represent a group consensus rather than one person's opinion.

Steps for Setting Goals and Objectives:

1. Brainstorm potential goals as a group.
2. Choose the goals from the brainstormed list that you want to work on.
3. Prioritize those goals as a group.
4. Determine objectives for each goal and plans of action for each objective. (Remember, there may be several objectives for each goal).

5. Implement your goals by following through with your action plan. (Many groups fail to do this step and their goals are never achieved).
6. Evaluate your progress on a regular basis. Circumstances will continually change so be flexible and allow your objectives to change with them.

How To Develop An Action Plan

You will need to follow these basic steps when developing an action plan:

- What is your objective, or more specifically, what tasks needs to be done to reach your goal?
- How will your objective(s) be accomplished?
- What are your resources in terms of people, money, materials?
- Who is responsible for completing each task?
- When will each task be accomplished and what is the ultimate deadline?
- What results do you expect and how will you measure the effectiveness of those results?

Example of an Action Plan

GOAL
     To increase organizational membership and involvement.
AN OBJECTIVE
     To develop a committee structure whose purpose is to increase member involvement by at least 40% .
HOW
     Brainstorm ideas to increase member involvement. Go over this list, discuss, and weed out all those ideas that are impractical or impossible to do. Prioritize this list and determine which tasks need to be done by whom and by when; which resources are needed for those members assigned specific tasks; how will you know the objective has been reached; and finally, what methods or criteria you will use to measure the final results.
RESOURCES
     Members, executive officers, adviser, financial sources and constraints, handouts/research on recruitment, motivation, delegation, etc.
DEADLINES
     Who: Executive Board, committee co-chairs and consultants
     When: By next semester (try to set a specific date if possible)
RESULTS
     Acceptable — membership involvement increases by 40-70%
     Unacceptable — membership involvement increases by less than 40% Better than
     Expected — membership involvement increases by more than 70%