



**CERRITOS
COLLEGE**

Administrative Units: How to Write Goals

February 2023



**INSTITUTIONAL EFFECTIVENESS, RESEARCH,
PLANNING, AND GRANTS**

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Unit Goals

What is a Unit Goal?

Unit goals are broad statements of what your unit intends to accomplish. They should be statements that describe what staff, faculty and/or students will generally know or be able to do as a direct result of engaging with your units services. Unit goals flow from the units mission and given their broad scope, these goals are usually not measurable and need to be further developed as separate distinguishable outcomes (Administrative Unit/Service Area Outcomes). These outcomes, when measured appropriately, provide evidence of how well you are accomplishing your goals. Your goals are primarily used for general planning and are used as the starting point to the development and refinement of outcomes. Your unit goal statements form a bridge between your mission and the concrete-specific nuts and bolts described in your unit outcomes.

Developing Unit Goals

Below are some activities that you can do before writing the unit goals that can help you articulate and shape goal statements.

1. Collect and review current unit goals

As a unit, review existing material to shed light on your units goals and you may hold open discussions and brainstorming sessions with your unit staff. Existing materials may include but are not limited to:

- Catalog descriptions
- Unit review reports
- Unit annual plans
- College and unit mission statements
- College and unit vision statements
- Accrediting agency documents
- Literature or studies on best practices for your unit area

List five to seven of the most important goals identified in the sources listed above. Prioritize the goals depending on their importance to your unit.

2. Review other administrative units' goals

Colleges have similar units and may share similar broad overarching goal statements. Investigating what is in use elsewhere can reaffirm or serve as a starting point for brainstorming.

- Review unit goals of other departments at your college
- Review unit goals of similar departments at other colleges

Writing Unit Goals

Once the division has reached an understanding of their unit's mission and agree on what the unit is trying to accomplish, you can start writing unit goals. These goals can focus on the key functions of the unit (e.g., application process, orientation service, facility maintenance, educational support, etc.).

See Appendix B for Unit Goals worksheet and checklist.

Examples

Admissions and Records: Assess the feasibility of current Admissions and Records business practices and make necessary adjustments.

Counseling: Develop and implement counseling interventions to enhance retention and student success.

Dual Enrollment: Expand the dual enrollment program pathways to additional high school districts to establish sequenced approved college courses for high school students.

Financial Aid: Increase Financial Aid Awareness across Campus.

Office of International Students: Improve services and support for international students.

Institutional Research: Provide data and statistical analysis and research that supports evidence bases decision making.

Veterans Center: Strengthen the college's support of prospective and current military students.

References

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Appendix A. Cerritos College Mission, Vision, Values, and Goals

Mission

Cerritos College provides its diverse student population with high-quality, comprehensive instructional programs and support services through clear, equity-minded pathways to their educational goals. In doing so, the college develops culturally competent students with the knowledge, skills, and values that prepare them to be productive members of their local and global communities.

Vision

Cerritos College will provide innovative learning opportunities and support services that will close persistent educational achievement gaps.

Values

We have strong core values:

- Support and promote student success
- Promote excellence in teaching, learning, and service
- Support innovation and creativity to enhance and enrich learning
- Celebrate diversity in people, philosophies, cultures, beliefs, programs and learning
- Promote respect and trust in all people regardless of background, including students, community members and employees
- Foster integrity
- Develop nurturing and supportive partnerships with our educational, business and industry communities
- Support comprehensive curricular offerings
- Promote inclusiveness in a collaborative decision-making process

Goals

GOAL A

Highlight clear educational and career pathways for ALL students and providing the programs, guidance and support they need to achieve their educational goals in a timely manner.

GOAL B

Ensure all educational programs are aligned with industry trends and labor market needs. Strengthen partnerships with high schools, universities and strategic business and industry to build a complete pathway to completion.

GOAL C

Develop an organizational culture that supports professional growth for all employees, collaboration, institutional memory, and leadership continuity.

GOAL D

Raise awareness about who we are and convey that message effectively, both internally and externally. Improve information transfer between all of our on-campus constituent groups as well as with our community.

GOAL E

Continue with the ongoing modernization of campus buildings and information technology to ensure that all facilities and IT systems on campus meet the industry standard.

GOAL F

Enhance organizational effectiveness by streamlining and simplifying College systems and processes. Diversify revenue sources to maximize discretionary funding opportunities which will support programs of excellence.

Appendix B. Unit Goal Worksheet

Use these prompts to help you draft your Unit Goals.

Prompt	Response
Identify and list all appropriate department goals. Refer to catalog descriptions, annual unit plan reports, mission statements, and studies/literature.	
Describe the most important services your unit provides.	
Identify key functions or services within your unit that contribute to supporting the college's mission and/or strategic plan.	
<p>For each key function or service, ask how the college:</p> <ul style="list-style-type: none"> a. operates more efficiently as a result of your service b. can support students because of your service c. benefits from utilizing your service 	<ul style="list-style-type: none"> a. b. c.
In what ways should your unit make a difference in successful outcomes for students, staff, faculty, or other administrative units?	
What are some of the results you do not want to happen?	
Taking all the above into consideration draft your goals:	<ul style="list-style-type: none"> 1. 2. 3.