**Questions to Ask to Foster a Process of Strategic Thinking**

1. Why?
2. Why not?
3. What else?
4. Who else?
5. Where else?
6. When else?
7. How else?

**Goals**

A goal is an overarching principle that guides decision making. Characteristics of sound goal include the following:

* Reflects the big picture
* Cleary serves the interests of the program
* Ambitious yet attainable in principle
* Relatively long-range and stable over time

Example: Promote Student Success

Examples of a BHAG (Big Hairy Audacious Goal) - a statement of bold ambition so clear that it requires little or no explanation, reaches out and grabs us and captures our imagination, and is Short, strong, and easily remembered

Example BHAGs - “Become the Harvard of the West” (Stanford University, 1940s) or MIS/IT – Be known in all department offices for excellent service

**Objectives**

A concrete, measurable outcome that represents a milestone on the way to achieving a goal. Characteristics of a sound objective include the following:

* Relevant to the applicable goal
* Specific and measurable
* Reasonable with respect to scope and timeline
* Lends itself to formulation of a coherent set of actions

Example: Increase access to data through the development of an Office of Research and Planning Web Page

**Goals and Objectives**

|  |  |  |
| --- | --- | --- |
| **Goals** | **Objectives** |  |
| Broad | Narrow |
| General Intentions | Precise |
| Intangible | Tangible |
| Abstract | Concrete |
| Generally difficult to measure | Measurable |