



Appendix I: EFFECTIVE GOAL SETTING

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What is Goal Setting?

Setting goals is essentially the process of creating a plan, or roadmap, for where your ANS section can go in the next month, year, or 5-years. As you work to lay the foundation of your section, take the time to think strategically about the things you want your section to accomplish and construct a plan on how you will get there.

As a developing section you are in the unique position of being able to chart the future of a brand-new organization. What do you want your leadership structure to look like? What types of partnerships do you want to establish with groups, organizations, or other entities in the nuclear field? What do you want your first big event to be? All of these goals can provide you with a game plan on where to go and how to successfully establish a strong presence in your geographic area.

The bottom line is that goal setting must be a collaborative process. If you don't involve everyone in the goal setting process people will have no reason to be invested in carrying out the tasks that will accomplish your goals. Make sure you hear everyone out, consider every idea and goal, and think carefully about who has to be involved and how.

Why Set Goals?

- Provide direction to your section
- Allow you to plan ahead and be prepared
- Provide a basis for recognizing section successes and accomplishments
- Motivate section members
- Help delegate responsibility within your section
- Goal-setting helps make evaluation easier and more fair

Goals should be S.M.A.R.T

Once goals are set, put them through the S.M.A.R.T test – ask yourself if your goals meet each of these criteria:

- **Specific** – Goals should pinpoint specific things.
- **Measurable** – You should be able to know when you reach a goal.
- **Action-oriented** – You should be able to break a goal down into tasks.

- **Realistic** – You should be able to achieve goals.
- **Timely** – You should set timelines and deadlines for goals to be met and stick to them!

Goal Setting Process

Things to keep in mind:

- Goal setting is an ongoing process. Your goals now, in your developing stages, will be different for the goals your section sets this time next year. Think about both long-term and short-term goals.
- Goals should be set as a group with the entire section leadership. Make sure everyone’s ideas are represented and that you have consensus on goals and action steps. This is crucial to ensure commitment and motivation for achieving goals. If your members disagree with the direction (and goals) you have set for the section, they have little incentive to complete the tasks that they need to get the goal accomplished.

Before you begin:

- Schedule a special meeting specifically for the goal-setting exercise. Make sure you allow plenty of time to get through the following goal setting exercise and take breaks if necessary.
- Don’t forget to reserve space and have all the materials you need (large chart paper, markers, food, etc.)
- Goal setting should be a fun and exciting process! Make sure to get people pumped up about creating the road map you will all take as a section together. To kick things off, start with an icebreaker or short team-building activity.

Steps to Effective Goal Setting



- **Brainstorm** - What does your section want to accomplish?
- **Prioritize** - What is most important for your section to accomplish?
- **Develop an Action Plan** - What can your section accomplish?
- **Evaluate** - What did your section accomplish?

These are the simple steps you and your section can take to come up with your goals for the next year:

1. Brainstorm.

- Create a list of potential ideas of what the section would like to achieve.
- Appoint a note taker and a moderator from the group to lead the brainstorming session.
- It may be helpful to break the brainstorming down into categories (e.g. membership, programs/events, meetings) and set a time limit for each category to make sure everything gets discussed in a timely manner.
- Start by asking what the group would like to see your section accomplish. Ideas can turn into goals, so allow people to say whatever comes to mind. No idea is too big, small, or silly to make the list.
- Every member should take part in the brainstorming to make sure all perspectives are included. This is important for section morale and cohesion.

2. Prioritize.

Now that you have a long list of goals, you must narrow it down to those you will adopt for your section – this is the hard part!

- Remind your members of the ANS local sections' mission. Your section's goals should reflect this mission, which is to:
 - *Promote ANS products, programs, and services, including Society membership.*
 - *Support ANS public policy activities on the state and local level.*
 - *Provide information to the public on the benefits of nuclear science and technology.*
 - *Facilitate the sharing of information among nuclear professionals on the local level.*
 - *Create networking opportunities for nuclear professionals on the local level.*
- Have each member rank their top few goals and share why they chose them.
- As a group, rate goals in order of importance.
- Remind everyone that goals must be realistic and achievable – look back to the S.M.A.R.T. test
- It is crucial that all members take part in this step to feel ownership and responsibility over the final goals.

3. Develop an Action Plan.

After you've agreed on the goals you are adopting for your section, come up with the steps you need to take in order to reach this goal. Some goals may only require a few steps, and some will have several – but be as specific as you can. Under each step, think about what tasks you need to complete in order to accomplish that step.

Things to think about as you create your Action Plan:

- What are the steps you must take to accomplish your goal?
- What are your resources, in terms of people, money and materials, to help you accomplish each step?
- Who is responsible for completing the tasks under each step?
- What should the deadline be for accomplishing each step?
- What will the outcome of accomplishing each step be?

4. Evaluate.

Evaluation is crucial in figuring out whether section goals have been met. Evaluation also allows your section to re-visit your original goals to see if they still reflect the direction in which the section wants to move. If reaching the goals you originally set has proven challenging, evaluation is also a time to recognize the obstacles that have gotten in the way and revise the action plan as necessary.

Example Action Plan:

Goal: To increase section membership by 25 people

Steps:

1. Figure out where your section currently stands on membership
 - Task: Define section membership and expectations
 - Task: Determine how many active members there currently are
2. Create and implement a membership recruitment campaign for gaining new members
 - Task: Design campaign materials like posters and flyers
 - Task: Schedule and plan a meeting for new section members so the date/time/location can go on the posters/flyers
 - Task: Have section members hang up/hand out posters/flyers at places of employment
 - Task: Write editorial for section newsletter announcing your campaign to full mailing list
3. Participate in a student section's event or meeting
 - Task: Register to participate
 - Task: Prepare materials for your table – flyers, give-a-ways, etc.
 - Task: Have members sign up to run the ANS table throughout the meeting
4. Hold a new members meeting
 - Task: Reserve space, buy food, and plan activities for the meeting
 - Task: Follow up with individuals who signed up at the student section meeting and invite them to your meeting
 - Task: Make sure members of your executive board or other student leaders can be at the meeting to welcome new members

Example Action Plan: Breaking Down the Tasks

Task	Deadline	Resources for Completing Task	Who	Outcome
1. Define section membership and expectations	May 10	Membership renewal forms, Staff Liaison at national office	Member Name	A written description of what it means to be a member of ANS
2. Determine how many active members there are currently	May 20	Description of what “active” membership means	Member Name	A roster of current active chapter members; the number of new members needed to reach goal
3. Design campaign materials	Sept 1	ANS Graphic Standard Guide	Member Name	An eye-catching, cohesive poster series to be used to recruit new members and invite them to the new members meeting
4. Schedule and plan a meeting for new section members	Sept 1	Logistics/Budget	Member Name	A meeting date/time will be set and organized to welcome new members to the section
5. Write editorial for section newsletter announcing your campaign	Sept 10	Spacing requirements from editor	Member Name	An article about the campaign goal and how members can help.
6. Participate in a student section’s event or meeting	Sept 20	Student Section calendar	Member Name	An active presence at a student section function.
7. Follow up with individuals who signed up at the student section meeting and invite them to your meeting	Oct 1	Lists of interested members	Member Name	Everyone interested in ANS will have been contacted personally and invited to our new member meeting.
8. Hold a new members meeting	November 1	Meeting Planning Guide	Member Name	New members will be welcomed and orientated to ANS.