

UNC Charlotte Strategic Plan Development Rubric (Year 1)

	1	2	3	4	Score
	Major Revision Encouraged	Opportunity for Revision	Good	Well done	
Mission Statement	Mission statement does not define the unit's purpose and/or is inconsistent with the UNCC or UNC Academic Affairs mission.	Mission statement vaguely or indirectly defines the unit's purpose. It could apply to other areas on campus. The purpose is vaguely or indirectly related to UNCC or UNC Academic Affairs	Mission statement is specific in defining the unit's purpose.	Mission statement is specific in clearly and concisely defining the unit's purpose and stakeholders. The purpose is consistent with the UNCC mission and the UNCC Academic Affairs mission statement.	
Goals	Goals are vague or unclear. Perhaps they are not expressed concisely. The alignment is difficult to see.	More than one unit goal is vague or unclear. Or, the alignment with the next higher reporting unit is not clear enough.	Unit goals are clear, and the majority of them, although not all, are somewhat aligned with the next higher reporting unit.	Unit goals are clear and directly aligned to the next higher reporting unit. Goals are strategic and not merely operational.	
Objectives	Most objectives are not measurable or not meaningful or not well aligned to the goal.	Objectives seem to support the goal, but many are not clearly stated. There may also be concerns with measurability. No timeline was provided.	All objectives support the goal and most are clearly stated. Most are measurable and attainable. Perhaps no timeline was provided. The numbering system	Objectives are clearly stated (starting with a single verb) and support the goal. They are also measurable while ambitious yet attainable. Because some objectives may	

			might overlook obvious ways to align.	not be appropriate for the entire duration, a timeline (such as “starts Year 2”) is provided. Your numbering system shows the goal which the objective supports.	
Actions/Tactics	The actions provided may not be tangible or clearly relevant to the objectives.	Most actions are vague and therefore do not indicate the specific tactics or methods to be used.	Most actions are specific and most indicate the tactics or methods that will be used to achieve the goal. They may not be as specific as one would like.	Actions are extremely specific and indicate which tactics or methods will be used to achieve the objective. They provide a how-to blueprint, and they tend to focus on one action each.	
Metrics	The assessment method is not always identified for each objective. There are multiple instances where the plan does not indicate what data or information you will examine to evaluate your progress towards the target.	There seems to be misalignment between the objective and how it will be measured. It’s challenging to see how the chosen indicators will provide meaningful information about progress towards the target. Or, one or more objectives do not have direct measures.	The plan provides a good assessment method for each objective. For the most part, the chosen indicators are appropriate to provide meaningful information about progress towards the goal. However, there may not be a balance between leading and lagging indicators. Or, you may be	The plan provides a clear assessment method with a direct measure for each objective. The chosen indicators are appropriate to provide meaningful information about progress towards the goal. Both leading and lagging indicators have been provided for most objectives.	

			relying heavily on data that is not currently collected. In that case, be sure to identify a plan for how you will collect the new data.	Additionally, you indicate the source of the data.	
Targets	You were unable to establish appropriate and quantifiable targets for most objectives. Or, the targets you provided are not aligned with the metrics you chose.	You were unable to establish 5-year targets for most objectives. Instead, you stated that the targets were “under development” or would be established after collecting baseline data, even for metrics that are not new to the university.	The plan provides at least one 5-year target for each objective; however, there may be one or two metrics for which no value was provided. In more instances than we would like, you provided general performance statements rather than specific values.	Your plan clearly indicates where you want to be at the end of the plan period. The plan provides a 5-year target for each metric. The stated value for each metric is expressed either as a total value or as a specific percentage change. You provided baseline and trend data to show how the target was established, and you may have indicated the annual goal when appropriate.	
Strategic Coherence	There are multiple instances of lack of alignment. These may take the form of conflicting initiatives/objectives or disconnected items.	There is at least one instance where one part of the plan does not connect to the other items.	Most parts of the plan are connected. Starting with the actions, each item aligns with the next higher item. One can infer how the unit goals and objectives	Within each goal, all parts of the plan are connected. Starting with the actions, each item aligns with the next higher item. At least one unit goal or objective explicitly	

			connect to the goals and objectives of the next level unit.	connects to the goals and objectives of the next level unit.	
Design and Compliance				You entered the information in the correct places in the software, using a numbering system that shows alignment to the next higher level item.	