

LASELL UNIVERSITY 2026 STRATEGIC PLAN

Lasell's 2026 Strategic Plan sets a clear direction for the University as it positions itself to serve learners of the future. This high-level, three- to five-year plan outlines how we will evolve as an institution committed to *boldly reimagining learning to transcend boundaries, empower communities, and shape what comes next for the University*.

This plan reflects the insight and dedication of more than 200 members of our community. Faculty, staff, students, alumni, the senior management team, the management council, the administrative council, the board of overseers, the board of trustees, residents of Lasell Village and neighbors all contributed meaningfully to this plan. Together, we shaped a strategic direction rooted in our aspirations as a community and in our shared awareness of both the opportunities and challenges that lie ahead.

Last fall, participants generated nearly 100 ideas and goals to advance our institutional vision. Most of these were somewhat tactical in nature; however, all bore a degree of strategic direction. This work culminated in a two-day retreat with 46 representatives from all University constituencies. Together, they refined these ideas into a manageable list of strategic goals.

While this plan embodies Lasell's commitment to a collaborative, community-driven approach to planning, our new plan also incorporates trustee-approved institutional pillars. The combination of broad community insight and focused top-level guidance provides the clarity and momentum needed to navigate the crossroad at which the University, and higher education institutions in general, now finds itself. We must remake Lasell to remain competitive and thrive into the future. Everything we do, every day we serve, must be aimed at *reimagining education to shape the future*.

What follows is the 2026 Strategic Plan, our shared vision for the work ahead and our collective commitment to ensuring Lasell's continued strength, relevance, and impact. I offer my heartfelt appreciation to the many members of our community whose insight, collaboration, and dedication shaped this plan and strengthened its purpose.

Sincerely,

Eric M. Turner
President

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Mission Statement

We immerse learners in experiential and collaborative education that fosters lifelong intellectual exploration, social responsibility, and professional growth.

Values

The Values Our Community Holds That Guide Our Decision Making

- **Learner-centered(ness)**
 - **Integrity, honesty, and ethical decision making**
 - **Equity, inclusion, and intercultural competence**
 - **Empathy, respect, and kindness**
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Positioning

Your Community for Life

Vision

Lasell boldly reimagines learning to transcend boundaries, empower communities, and shape the future

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Lasell University Strategic Pillars

The five pillars below serve as the strategic anchors of this plan, expressing the long-term direction Lasell will pursue to strengthen its academic identity, elevate the learner experience, expand learning across generations, foster innovation, and build the institutional capacity required for the future. The goals that follow translate these pillars into clear, actionable commitments that guide our work across academic programs, learner experience, facilities, financial sustainability, and organizational effectiveness. Together, the pillars and goals create a unified and integrated framework that aligns vision with action and ensures that every effort across the University advances our shared priorities.

PILLAR 1 – ACADEMIC EXCELLENCE AND IDENTITY

Lasell will strengthen and clarify its academic identity by unifying learning objectives, emphasizing academic rigor, and deepening Connected Learning. Through faculty excellence, innovative academic models, and high-impact experiential learning, Lasell will ensure every learner graduates career-ready and prepared for lifelong contribution.

Lasell University is a distinctive academic community grounded in Connected Learning and purposeful, real-world inquiry.

Lasell's academic identity is rooted in its Connected Learning model, which integrates real-world experience into every major through internships, service learning, collaboration, and hands-on professional practice. This approach reflects a long-standing commitment to applied education and carries forward the spirit that has defined Lasell since its earliest days as an innovator in teaching. People learn by doing. Learners engage deeply with meaningful problems and gain the interdisciplinary, communication, and problem-solving skills needed in a rapidly changing world. These strengths uniquely position Lasell to sharpen and elevate its academic identity for the next era of professional preparation and lifelong intellectual exploration.

A strong academic identity also depends on the financial and organizational stability that allows Lasell to sustain investment in rigorous curriculum, faculty excellence, and high impact experiential learning. Disciplined growth, data informed decision making, and responsible stewardship ensure that Connected Learning remains a defining strength of the institution and a signature of academic quality.

We will:

- Establish overarching institutional learning objectives that unify the curriculum across the institution.
- Scale and enhance high-impact, hands-on learning (internships, apprenticeships, co-ops) with centralized oversight.
- Address inconsistencies in academic standards and quality, including online learning.
- Elevate faculty excellence and research-driven programs (e.g., Sports Science Institute).

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- Introduce innovative models (e.g., a 3+1 undergraduate/co-op year) to deepen career readiness.
- Expand opportunities and resources for faculty and staff professional development.
- Explore introducing an undergraduate model that includes a co-op or extended applied learning year.

PILLAR 2 – LEARNER EXPERIENCE, BELONGING, AND RETENTION

Lasell will cultivate a campus environment where every learner feels they belong, can engage fully, and can succeed academically and socially. By strengthening support systems, reimagining campus life, and fostering inclusive community norms, Lasell will improve retention, close equity gaps, and enhance the overall learner experience.

Lasell’s small, close-knit community and strong faculty-learner relationships create an environment where learners feel seen, valued, and deeply connected. Strengthening belonging means enhancing the supports that allow every learner to succeed academically and socially, supports made possible only when they rest on a stable, well-resourced institutional foundation.

A meaningful learner experience depends on the financial and organizational strength that enables Lasell to invest strategically in advising systems, wellness resources, and the vibrancy of campus life, including housing, dining, athletics, and social spaces. Sustained financial resilience ensures that belonging is reinforced not just by culture, but by the infrastructure, staffing, and coordinated practices learners rely on to persist, flourish, and lead.

We will:

- Launch a common undergraduate student experience that fosters connection, purpose, and community.
- Strengthen advising, mentoring, career counseling and retention infrastructure to reach 80% first-year retention.
- Invest in a vibrant campus life: housing and dining upgrades, social hubs, and co-curricular experience.
- Advance equity and belonging, including progress toward Emerging HSI designation and a more diverse faculty/staff community.
- Implement a formal, consistent process for addressing and tracking issues identified in student satisfaction surveys.

PILLAR 3 – PARTNERSHIPS, WORKFORCE DEVELOPMENT, AND LIFELONG LEARNING

Lasell will build a seamless learning ecosystem across the lifespan, connecting K–12 schools, higher education, adult learners, employers, and older adults through coordinated programs, pathways, and partnerships. Workforce Development will serve as a

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cornerstone of this ecosystem, expanding access to career-aligned learning while strengthening community impact and institutional sustainability.

At Lasell University, learning spans generations and strengthens the communities and industries we serve.

Lasell's intergenerational campus, which brings together traditional undergraduates, working adults, early childhood centers, and the nationally recognized Lasell Village, reflects the University's core belief that learning is lifelong. These strengths position Lasell as a leader in education that adapts to the evolving needs of learners, employers, and communities.

Lasell's Workforce Development initiatives extend this commitment by collaborating directly with employers to address real labor-market needs while maintaining academic quality. This employer-aligned approach creates flexible and meaningful pathways that help learners build skills, advance in their careers, and strengthen their economic mobility.

Lasell will build a seamless learning environment through coordinated programs, pathways, and partnerships that span K–12 schools, higher education, adult learners, employers, and older adults, with Workforce Development serving as a cornerstone that expands career-aligned learning, strengthens community impact, and supports long-term institutional sustainability.

Our ability to support learners across the lifespan depends on a resilient institutional framework that stewards resources wisely, expands partnerships, and grows new streams of non-tuition revenue. These efforts reinforce Lasell's financial health while advancing our mission to deliver meaningful, career-aligned offerings for learners, employers, and communities.

We will:

- Grow Workforce Development into a signature strength and revenue engine.
- Expand partnerships and affiliations with K–12, vocational pathways, employers, and peer institutions.
- Lead in intergenerational education by leveraging Lasell Village and older-adult offerings to develop additional programs.
- Create career-connected pathways that align programs to in-demand skills and jobs to support learner progression over time.
- Align academic, workforce, and lifelong learning offerings to support learner progression over time.

PILLAR 4 – INNOVATION, AGILITY, AND DIGITAL TRANSFORMATION

Lasell will strengthen its ability to innovate by building an institutional culture that is agile, adaptive, and aligned across departments. By modernizing digital and data infrastructure,

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integrating artificial intelligence (AI) and other technologies thoughtfully into learning and operations, and strengthening organizational practices, Lasell will become a more responsive, future-ready institution.

For 175 years, Lasell University has evolved in response to a changing world, sustaining a deep commitment to innovation, agility, and shared purpose.

Lasell's long tradition of reinvention fuels Lasell's resilience and its capacity to grow. Founded in 1851 as one of Massachusetts' first private colleges and a bold experiment in women's education, Lasell evolved into a junior college in 1932, a four-year institution in 1989, became coeducational in 1998, and achieved university status in 2019. The creation of Lasell Village in 2000 further distinguished the institution as a national leader in intergenerational learning. This legacy of innovation, combined with a strong community and Boston-area location, fuels Lasell's commitment to modern systems, financial strength, and an environment built to thrive for generations to come.

Financial and organizational stability anchor Lasell's ability to modernize systems, invest in people and places, advance digital transformation, and uphold its mission. Sustained resilience, built through smart investment, effective talent models, and operational clarity, ensures the University can continue to evolve while honoring the values and vision that have defined it since 1851.

We will:

- Build a modern digital foundation that supports Lasell's long-term success, including systems such as Enterprise Resource Planning (ERP)/Student Information System (SIS); an integrated data environment; and thoughtful, ethical use of AI and other technologies.
- Invest in people and places: competitive compensation, targeted facilities improvements (including athletics), and Victorian home upgrades.
- Strengthen brand and strategic marketing to clarify Lasell's identity and drive demand in traditional and workforce development markets.
- Advance academic quality by strengthening online differentiation and ensuring excellence across all instructional modalities.
- Harness artificial intelligence and emerging technologies to enhance learner success, streamline institutional processes, and support data-informed decision making.
- Address identified gaps in academic quality, strengthen the differentiation of online offerings and improve documentation, decision-making clarity, and coordination across units.

PILLAR 5 - FINANCIAL AND ORGANIZATIONAL RESILIENCE

Lasell's long-term success depends on financial and organizational resilience. Through disciplined growth, data-informed decision-making, sustainable talent models, and strategic investment, the University will ensure it has the capacity to support academic excellence, innovation, and community impact over time.

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We must ensure the capacity, stability, and stewardship that enable all other pillars.

We will:

- Execute initiatives for long-term sustainability and operational breakeven.
 - Grow workforce development revenue and expand philanthropy, grants, and other non-tuition sources.
 - Determine and implement competitive and sustainable compensation and benefits for employees.
 - Prioritize and sequence capital investments aligned with academic quality, learner experience, and long-term sustainability.
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Lasell University Strategic Goals

The strategic goals that follow translate Lasell’s five pillars into focused, measurable priorities that drive implementation across the University. These goals represent the concrete actions through which we advance academic excellence, strengthen the learner experience, steward our physical and digital infrastructure, build long-term financial resilience, and extend Lasell’s mission across generations of learners. Together, these goals provide a roadmap that connects strategy to practice and enables coordinated action across the institution.

ACADEMIC

- Expand Lasell’s educational reach by partnering or affiliating with trade, vocational, elementary, middle, and high schools aligned with University programs.
Milestone: Identify priority partner institutions and complete at least three formal partnership discussions by spring 2027.
- Increase and enhance experiential learning through more internships, co-ops, apprenticeships, and field-based learning opportunities.
Milestone: Establish a baseline inventory of experiential opportunities and launch at least two new expanded pathways by spring 2027.
- Explore and design an undergraduate model that incorporates a co-op or extended applied learning year.
Milestone: Complete a concept paper, financial analysis, and implementation recommendation for leadership review by fall 2026.
- Strengthen faculty and staff development by expanding opportunities, resources, and institutional support for professional growth.
Milestone: Launch a coordinated professional development framework and calendar by January 2027.
- Establish overarching institutional learning objectives that unify the curriculum and sharpen academic coherence.
Milestone: Draft, review, and approve institution-wide learning objectives through shared governance by spring 2027.

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- Improve advising, mentoring, and career counseling through enhanced training, standardized documentation, and upgraded systems.
Milestone: Implement common advising protocols and staff training, with system improvement priorities identified by spring 2027.

LEARNER

- Introduce a common undergraduate student experience that promotes connection, purpose, and community across the University.
Milestone: Design and approve the core components of the common undergraduate experience for launch in fall 2027.
- Improve the campus environment through learner centered spaces, programs, and experiences that foster engagement and belonging.
Milestone: Prioritize and begin implementation of the first set of learner-experience improvements by spring 2027.
- Increase first year retention to 80 percent by strengthening academic, social, and wellness supports.
Milestone: Implement targeted retention interventions and achieve measurable year-over-year improvement by fall 2027.
- Implement a formal, consistent process for addressing and resolving issues identified through student satisfaction surveys.
Milestone: Establish a documented issue-tracking and response process and publish the first institutional dashboard by spring 2027.

FACILITIES

- Enhance on campus athletic facilities, including the potential expansion of the current athletic center or construction of a new facility.
Milestone: Complete a facilities needs assessment and feasibility analysis with project options by spring 2027.
- Replace PowerCampus with a modern Enterprise Resource Planning (ERP)/Student Information System (SIS) to improve academic and administrative operations.
Milestone: Complete vendor selection and implementation planning for a new ERP/SIS by spring 2027.
- Prioritize and sequence capital investments to align with academic quality, learner experience, and long-term institutional sustainability.
Milestone: Produce a phased capital priorities plan linked to funding capacity and strategic outcomes by FY 2027.

FINANCIAL

- Grow Workforce Development revenue by expanding the number of customers, industries, and states served.
Milestone: Secure new employer or organizational partnerships in at least two additional markets by spring 2027.
- Diversify revenue by expanding philanthropy, grants, and other non-tuition sources throughout the plan period.
Milestone: Establish annual targets and launch a coordinated advancement and grants pipeline by fall 2026.

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- Implement planned initiatives to achieve long-term operational sustainability and breakeven by FY 2028.
Milestone: Finalize and begin executing a multi-year sustainability plan with quarterly progress reviews in FY 2027.
- Increase the University endowment to \$60 million through targeted fundraising initiatives.
Milestone: Complete a campaign roadmap with interim fundraising benchmarks by spring 2027.

GENERAL

- Develop new offerings for seniors and older adult learners that leverage Lasell's intergenerational strengths.
Milestone: Identify priority program concepts and launch at least one pilot offering by spring 2027.
- Establish competitive and sustainable compensation and benefits for employees to strengthen talent attraction and retention.
Milestone: Complete a compensation and benefits benchmarking review and recommend phased adjustments by spring 2027.
- Implement a strategic marketing and communications plan to increase brand awareness across traditional and Workforce Development markets.
Milestone: Finalize the integrated marketing plan and launch the first campaign wave by fall 2026.
- Leverage artificial intelligence to enhance learner success, modernize operations, and improve institutional efficiency.
Milestone: Adopt initial AI use cases, governance guidelines, and staff training priorities by spring 2027.

Short-Term Goals

(to be accomplished in 12-18 months)

1. Learning for Life: Workforce Development & Educational Partnerships

- Grow revenue from workforce development by expanding the number of learners, industries, and states served.
Milestone: Achieve year-over-year revenue growth and enter at least one new state or industry segment within 18 months.
- Partner or affiliate with trade, vocational, elementary, middle, and high schools by:
Milestone: Advance a partnership pipeline and secure at least two active school-based opportunities within 18 months.
 - Identifying schools aligned with Lasell's programs and determining required personnel or time commitments.
Milestone: Complete an initial target list and resource assessment by fall 2026.

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- Developing business and curricular plans to support these partnerships.
Milestone: Produce draft business and curricular models for priority partnerships by January 2027.
 - Researching and reporting on opportunities with trade and vocational programs.
Milestone: Deliver a summary report with recommended next steps by spring 2027.
 - Develop additional offerings for seniors that leverage Lasell’s strengths in intergenerational and older-adult learning.
Milestone: Develop and test at least one new program concept for older adult learners within 18 months.
- 2. Talent, Diversity & Professional Development**
- Diversify faculty and staff to better support diverse learners by:
Milestone: Establish recruitment priorities and measurable diversity hiring objectives for the next hiring cycle.
 - Creating a teaching fellowship to attract new faculty talent.
Milestone: Finalize the fellowship design, budget, and approval pathway by spring 2027.
 - Using targeted recruitment strategies, including expanded social media outreach.
Milestone: Launch revised recruitment outreach materials and channels for the next hiring cycle.
 - Expand professional development for faculty and staff by:
Milestone: Approve an institution-wide professional development improvement plan within 18 months.
 - Conducting focus groups to identify needs and recommendations.
Milestone: Complete focus groups and synthesize findings into recommendations by fall 2026.
 - Reviewing and enhancing use of existing systems to offer development opportunities.
Milestone: Recommend improvements to current systems and launch initial enhancements by spring 2027.
- 3. Campus Facilities: Enhancing the Learner Experience**
- Strengthen on-campus athletic facilities by identifying needs, assessing feasibility, and prioritizing projects.
Milestone: Complete a prioritized athletics facilities plan with cost ranges and next-step recommendations within 18 months.
- 4. Financial and Organizational Resilience**
- Align short-term investments and staffing decisions with long-term sustainability goals.
Milestone: Adopt a near-term investment and staffing framework tied to FY 2028 sustainability targets by the next budget cycle.

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APPENDIX I

Lasell University Strategic Goals (with Pillars mapped)

ACADEMIC

- Expand Lasell’s educational reach by partnering or affiliating with trade, vocational, elementary, middle, and high schools aligned with University programs
(Pillar 1: Academic Excellence and Identity; Pillar 3: Partnerships, Workforce Development, and Lifelong Learning)
- Increase and enhance experiential learning through more internships, co-ops, apprenticeships, and field-based learning opportunities
(Pillar 1: Academic Excellence and Identity)
- Explore and design an undergraduate model that incorporates a co-op or extended applied learning year
(Pillar 1: Academic Excellence and Identity)
- Strengthen faculty and staff development by expanding opportunities, resources, and institutional support for professional growth
(Pillar 1: Academic Excellence and Identity; Pillar 5: Financial and Organizational Resilience)
- Establish overarching institutional learning objectives that unify the curriculum and sharpen academic coherence
(Pillar 1: Academic Excellence and Identity)

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- Improve advising, mentoring, and career counseling through enhanced training, standardized documentation, and upgraded systems
(Pillar 2: Learner Experience, Belonging, and Retention; Pillar 4: Innovation, Agility, and Digital Transformation)

LEARNER

- Introduce a common undergraduate student experience that promotes connection, purpose, and community across the University
(Pillar 2: Learner Experience, Belonging, and Retention)
- Improve the campus environment through learner-centered spaces, programs, and experiences that foster engagement and belonging
(Pillar 2: Learner Experience, Belonging, and Retention; Pillar 5: Financial and Organizational Resilience)
- Increase first-year retention to 80 percent by strengthening academic, social, and wellness supports
(Pillar 2: Learner Experience, Belonging, and Retention)
- Implement a formal, consistent process for addressing and resolving issues identified through student satisfaction surveys
(Pillar 2: Learner Experience, Belonging, and Retention; Pillar 4: Innovation, Agility, and Digital Transformation)

FACILITIES

- Enhance on-campus athletic facilities, including the potential expansion of the current athletic center or construction of a new facility
(Pillar 2: Learner Experience, Belonging, and Retention; Pillar 4: Innovation, Agility, and Digital Transformation; Pillar 5: Financial and Organizational Resilience)
- Replace PowerCampus with a modern Enterprise Resource Planning (ERP)/Student Information System (SIS) to improve academic and administrative operations
(Pillar 4: Innovation, Agility, and Digital Transformation; Pillar 5: Financial and Organizational Resilience)
- Prioritize and sequence capital investments to align with academic quality, learner experience, and long-term institutional sustainability
(Pillar 5: Financial and Organizational Resilience)

FINANCIAL

- Grow Workforce Development revenue by expanding the number of customers, industries, and states served
(Pillar 3: Partnerships, Workforce Development, and Lifelong Learning; Pillar 5: Financial and Organizational Resilience)
- Diversify revenue by expanding philanthropy, grants, and other non-tuition sources
(Pillar 5: Financial and Organizational Resilience)
- Implement planned initiatives to achieve long-term operational sustainability and breakeven by FY 2028
(Pillar 5: Financial and Organizational Resilience)

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- Increase the University endowment to \$60 million through targeted fundraising initiatives
(Pillar 5: Financial and Organizational Resilience)

GENERAL

- Develop new offerings for seniors and older adult learners that leverage Lasell’s intergenerational strengths
(Pillar 3: Partnerships, Workforce Development, and Lifelong Learning)
- Establish competitive and sustainable compensation and benefits for employees to strengthen talent attraction and retention
(Pillar 5: Financial and Organizational Resilience)
- Implement a strategic marketing and communications plan to increase brand awareness across traditional and workforce development markets
(Pillar 4: Innovation, Agility, and Digital Transformation; Pillar 5: Financial and Organizational Resilience)
- Leverage artificial intelligence to enhance learner success, modernize operations, and improve institutional efficiency
(Pillar 4: Innovation, Agility, and Digital Transformation)

Short-Term Goals (12–18 Months)

Learning for Life: Workforce Development & Educational Partnerships

(Pillar 3: Partnerships, Workforce Development, and Lifelong Learning)

- Grow revenue from workforce development by expanding the number of learners, industries, and states served
- Partner or affiliate with trade, vocational, elementary, middle, and high schools by identifying aligned schools and determining required personnel or time commitments
- Develop business and curricular plans to support educational partnerships
- Research and report on opportunities with trade and vocational programs
- Develop additional offerings for seniors that leverage Lasell’s strengths in intergenerational and older-adult learning

Talent, Diversity & Professional Development

(Pillar 1: Academic Excellence and Identity)

- Diversify faculty and staff to better support diverse learners by creating a teaching fellowship to attract new faculty talent
- Use targeted recruitment strategies, including expanded social media outreach, to diversify faculty and staff
- Expand professional development for faculty and staff by conducting focus groups to identify needs and recommendations

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- Review and enhance the use of existing systems to offer professional development opportunities

Campus Facilities: Enhancing the Learner Experience

(Pillar 2: Learner Experience, Belonging, and Retention)

- Strengthen on-campus athletic facilities by identifying needs, assessing feasibility, and prioritizing projects

Financial and Organizational Resilience

(Pillar 5: Financial and Organizational Resilience)

- Align short-term investments and staffing decisions with long-term sustainability goals

APPENDIX II

Here are brief descriptions of the elements of the strategic plan:

- **Mission** – The Mission is simply what the University is today. What is it that we do?
- **Vision** – The Vision, on the other hand, describes what the University aspires to become at a defined point in the future—typically a decade or more from now. It serves as our guiding “north star,” the long-term destination toward which all strategic decisions and investments are directed. Grounded in our understanding of emerging trends in higher education and evolving societal needs, the Vision paints a compelling picture of what the University should look like well beyond the lifespan of this strategic plan. By the time the current plan is fulfilled, the University should be demonstrably advancing toward this envisioned future, with clear momentum and measurable progress.
- **Values** – Values are those tenets we share as a community that guide us in our daily decision-making, that help us through the dilemmas we inevitably will face as teachers and managers, and that lay the ethical foundation for the University.
- **Positioning** – Positioning describes a unique place in the market or industry, unoccupied by a larger competitor that a University can legitimately claim for its own. Not to be

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confused with Mission, Positioning is not a description of what a university does well. Rather, it asks what is it that the world needs or clamors for that is within the University's power to provide. Establishing a position in the market is what leads to an identity for the University that is sharp and distinctive, easy for the public and the higher education community to understand.

- **Goals/Objectives** – Every university has many and varied objectives. We will not try to agree upon what all of Lasell's ongoing objectives are. We will discuss and agree upon at least three objectives that represent things we can do differently than what we do now, that when achieved over the next year will make a difference in moving the University forward. These objectives must be concrete and measurable, so that by the end of the 2030-31 academic year, we can determine and report on, the extent to which we achieved them.